

**VINAYAKA MISSION'S RESEARCH
FOUNDATION,
SALEM (Deemed to be University)
Faculty of Management Studies**

MBA – Curriculum & Syllabus (2012 Regulations)

I Semester

| S.No | Course Code | Course Title | L | T | P | Credit |
|------------------|-------------|---|-----------|----------|----------|-----------|
| THEORY | | | | | | |
| 1 | | Management Concepts & Entrepreneurial Development | 3 | 1 | | 4 |
| 2 | | Managerial Economics | 3 | | | 3 |
| 3 | | Statistical Methods for Managers | 3 | 1 | | 4 |
| 4 | | Organizational Behaviour | 3 | | | 3 |
| 5 | | Business Communication and Office Management | 3 | | | 3 |
| 6 | | Accounting for Managers | 3 | 1 | | 4 |
| PRACTICAL | | | | | | |
| 7 | | Business IT Tools | 2 | | 2 | 3 |
| 8 | | Seminar - I | | | 2 | 1 |
| | | Total | 20 | 3 | 4 | 25 |

II Semester

| S.No | Course Code | Course Title | L | T | P | Credit |
|------------------|-------------|--|-----------|----------|----------|-----------|
| THEORY | | | | | | |
| 1 | | Production and Operations Management | 3 | 1 | | 4 |
| 2 | | Marketing Management | 3 | | | 3 |
| 3 | | Managing People in Organization | 3 | | | 3 |
| 4 | | Applied Operations Research for Managers | 3 | 1 | | 4 |
| 5 | | Financial Management | 3 | 1 | | 4 |
| 6 | | Research Methodology | 3 | | | 3 |
| PRACTICAL | | | | | | |
| 7 | | Seminar - II | | | 2 | 1 |
| | | Total | 18 | 3 | 2 | 22 |

III Semester

| S.No | Course Code | Course Title | L | T | P | Credit |
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| THEORY | | | | | | |
| 1 | | Strategic Management and Business Process Management | 3 | 1 | | 4 |
| 2 | | Business Intelligence & Problem Solving Techniques | 3 | 1 | | 4 |
| 3 | | Legal Aspects in Business | 3 | | | 3 |
| 4 | | Elective – I | 3 | | | 3 |
| 5 | | Elective - II | 3 | | | 3 |
| 6 | | Elective - III | 3 | | | 3 |
| PRACTICAL | | | | | | |
| 7 | | Summer Training Project | | 1 | 2 | 3 |
| 8 | | Seminar - III | | | 2 | 1 |
| | | Total | 18 | 3 | 4 | 24 |

IV Semester

| S. No | Course Code | Course Title | L | T | P | Credit |
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| 1 | | Management of Global Business | 3 | 1 | | 4 |
| 2 | | Elective – IV | 3 | | | 3 |
| 3 | | Elective - V | 3 | | | 3 |
| 4 | | Elective - VI | 3 | | | 3 |
| 5 | | Project Work and Viva Voce | | | | 6 |
| | | Total | 12 | 1 | | 19 |

Total Credit = 25 + 22 + 24 + 19 = 90

LIST OF ELECTIVES

Marketing

1. Retail and Mall Management
2. Services Marketing
3. Marketing Research
4. Consumer Behaviour
5. Advertising Management
6. Strategic Brand Management
7. Rural Marketing
8. Internet Marketing
9. Sales & Distribution Management
10. International Marketing Management
11. Customer Relationship Management
12. Industrial Marketing
13. Consumer Protection
14. Tourism Marketing
15. Green Marketing

Human Resources Management

1. Strategic Human Resource Management
2. Industrial Relations & Labour Welfare
3. Training and Development
4. Labour Legislation
5. Effective Leadership and Motivation
6. Performance Management
7. Change Management
8. Managerial Behavior and Effectiveness
9. Organizational Theory Design & Development
10. Crisis Management
11. Human Resource Development
12. Advanced Behavioural Science
13. Innovation Management
14. Conflict Management

Finance

1. Corporate Finance
2. Banking & Financial Services
3. Tax Management
4. International Finance
5. Security Analysis & Portfolio Management
6. Financial Derivative Management
7. Insurance and Risk Management
8. Investment Management
9. Strategic Investment and Financing Decisions
10. International Trade Finance
11. Strategic Financial Management
12. Securitization of Financial Assets
13. Micro Finance

Operations Management

1. Logistics & Supply Chain Management
2. Project Management
3. Technology Management
4. Total Quality Management
5. Management Control Systems
6. Advanced Maintenance Management
7. Services Operations Management
8. Production Planning and Control
9. Advanced Operations Research for Management
10. Intellectual Property Rights

Systems

1. Management Information System
2. Enterprise Resource Planning
3. Knowledge Management
4. IT Project Management
5. Systems Management
6. Information Security
7. Database Management System
8. E-Commerce Technology and Management
9. Computer Networks
10. Multimedia and Web Technology
11. Computer Applications in Management
12. e – CRM

Environment Management

1. Water Pollution Management
2. Solid Hazardous and Waste Management
3. Environmental Assessment
4. Environmental Management
5. Global warming
6. Applied Environmental Science
7. Ecotourism
8. Environmental Pollution
9. Biodiversity and Energy Conservation
10. Industrial Ecology Management
11. Natural Disaster Management
12. Environmental Laws and Sustainable Development

Logistics Management

1. Logistics Management
2. Shipping and Insurance
3. Warehousing & Inventory Management
4. Customs procedures and Documentation
5. Shipping Agency Management
6. Ports & Terminals Management
7. Liner Trade
8. Ship Management Practices
9. Dry Cargo Chartering
10. Logistics & Multimode Transportation
11. Freight Forwarding, Stevedoring & Port Operations

International Business

1. International Management
2. International Marketing Management
3. India's Foreign Trade & Legislation
4. Export Trade Procedures and Documentation
5. Import Trade Procedures and Documentation
6. Foreign Exchange Management and Currency Literacy
7. International Retailing
8. Business Process Outsourcing
9. Global Financial Management
10. International Marketing Research

Airport & Airlines Management

1. Airport & Airline Management

2. Airline Operations & Route Planning Management
3. Aviation Legal Systems
4. Aviation Operations & Management
5. Aviation Security & Cargo
6. Aviation Allied Services & Management
7. Environmental & Security Management Issues in Aviation
8. International Civil Aviation
9. Aviation Marketing & Promotion
10. In-flight Services & Crises Management
11. Aviation Enterprise Management
12. Aviation Information Management Systems

Hospital Administration

1. Hospital Hazards and Disaster Management
2. Hospital Counseling
3. Enterprise Resource Planning
4. Hospital Services and Medical Tourism
5. Health Care Management and Policy
6. Hospital Office Automation & Documentation
7. Management of Hospital Services
8. Pharmaceutical Management
9. Hospital Management Information System
10. Telemedicine & Management Systems

INTERDISCIPLINARY COURSES

Commerce

1. Cost Accounting
2. Taxation Principles
3. Company Secretarial Practices
4. Advanced Financial Accounting
5. Corporate Accounting
6. Cost Management

Economics

1. Agricultural Economics
2. Econometrics
3. Industrial Economics
4. Rural Economics
5. Monetary Economics
6. Fiscal Economics
7. Development Economics
8. Economics of Human Resources
9. Firm Economics
10. Transport Economics
11. Micro Economics
12. International Economics
13. Environmental Economics

INDUSTRY ORIENTED ELECTIVES

1. Corporate English
2. Oracle Finance
3. Project Management Practices
4. Software Engineering
5. e – Governance
6. Software Project and Quality Management
7. Microsoft Dynamics
8. Business Process Orientation
9. Family Managed Business

SYLLABUS

**I & II Semester Syllabus is Common to MBA (Full Time), MBA – Working Executive,
MBA – Hospital Administration & MBA – Airport & Airlines Management**

I – Semester

Paper – I: MANAGEMENT CONCEPTS & ENTREPRENEURIAL DEVELOPMENT

Objective: To impart basic concepts of management and entrepreneurship skills for bring out an effective entrepreneur in future.

Outcome: After completing the course, they can be able to become a potential entrepreneur and joint-venture capitalist in future career development.

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| <p>Unit – I: Basic Principles of Management</p> <p>An Overview of Management – Planning: Steps – Types – MBO – MBE – Decision Making – Organizing: Delegation of Authority – Line and Staff – Span of Control and other aspects. Staffing – Recruitment – Selection Process – Training – Coordination – Directing – Concepts – Controlling – Process and Technique and other aspects.</p> | 15 |
| <p>Unit – II: Entrepreneurship</p> <p>Introduction - Entrepreneurial Culture –Entrepreneurship – stages – Qualities - Future of Entrepreneurship – Entrepreneur – Traits and Characteristics – uniqueness – Idea Generations- Business opportunities – SWOT – Small Business – Business Setup – Blue Print.</p> | 11 |
| <p>Unit – III: Small Business Enterprises</p> <p>Steps – Analytical Skills – market Research – Financial Management of Small business – Business Plan – Need – Assessment of working Capital and Project Cost – Business Plan evaluation – Formal Credit Systems – Government Sponsor Scheme – Alternate Credit Deliver System – Maintenance of records and Accounts – case studies.</p> | 12 |
| <p>Unit – IV: Setting Up A Small Industry</p> <p>Location of An Enterprise – Steps for Starting a Small Industry – Selection of Types of Organization – Incentives and Subsidies – Exploring Export Possibilities – case studies.</p> | 12 |

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| Unit V: Legal Requirements | 10 |
| Forms of Business Organization – Source of Finance – Contracts and Agreements – Standards of Weight and Measures – Need of Insurance – Banking Operations – Legal documents Related to entrepreneurship. | |
| Total Hours | 60 |

References Books:

1. Prasad. L.M., Principles of Management, Sultan Chand & Sons.
2. Dynamics of entrepreneurial development and management, Vasant Desai, Himalaya Publishing House
3. Entrepreneurial Development, C.B.Gupta, N.P.Srinivasan, Sultan chand & Sons
4. Entrepreneur Development, Satish Taneja, S.L.Gupta
5. Wicken H.P., Entrepreneurship - A Comparative and Historical Study, Ablex Publishing co, New Jersey, 1979.
6. Cook J.R the start – up Entrepreneur, Harper and Row, New York 1987.
7. Bhanushali, Entrepreneurship Development, Himalaya Publishing House, Bombay, 1987

I – Semester

Paper II - Managerial Economics

Objective: To impart basic knowledge about demand and supply, nature of market structure, price determination for commodity and services and firm output determination for decision making process.

Outcome: The manager can be able to know the market trend for price fixation and utilize the scarce resources in the optimum level for maximizing profit.

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| Unit – I: Economics Concepts & Framework General Foundations of managerial economics-Economic approach, Circular flow of activity, Nature of the firm-Forms of Organizations-Objectives of firms-Demand Analysis and estimation-Individual, Market and firm demand, determinants of demand, elasticity measures and business decision making, demand forecasting-Theory of the firm-Production functions in the short and long run-Cost concepts short run and long run costs – Case studies. | 10 |
| Unit – II: Price Determination Product Markets-Market Structure- Competitive market-Imperfect and barriers to entry-Pricing in different markets-Recourse Markets-Pricing and Employment of inputs under different market structures – Wages and wage differentials. | 10 |
| Unit – III: Financial Feasibility Principles of Economic Decision-making-Capital Budgeting Techniques- Present worth-Future worth method –Annual equivalent Method-Rate of return-Replacement Economy-Economic Life –Cost of Capital –Analysis of risk and uncertainty – Case studies. | 08 |
| Unit – IV: National Income Introduction to National Income - Models of National Income Determination-Economic Indicators-Technology and Employment-Issues and Challenges; Business and Government – Case studies. | 08 |
| Unit – V: Inter Sectoral Linkages Macro Aggregates and Policy Interrelationships-Fiscal and Monetary Policies-Industrial | 09 |

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| Finance- Money Market, Capital market and Institutional Finance – case studies. | |
| Total Hours | 45 |

REFERENCES

1. Gupta G.S., Managerial Economics, Tata Mc Graw Hill
2. Riggs J L, Managerial Economics, Tata Mc Graw Hill
3. Stiglitz J, Principles of MicroEconomics, Noarton Publishers 2nd edn, 1998
4. Peterson, H.C and W.C Lewis, Managerial Economics, Prentice Hall of India, New Delhi
5. Managerial Economics: Mote: The Mc Graw Hill

I – Semester

Paper – III: STATISTICAL METHODS FOR MANAGERS

Objective: To Provide a strong foundation in statistical application to solve managerial problems in day to day operations with analysis.

Outcome: After completing the course, the budding manager can be able to analyse the market conditions, forecasting and utilize resources effectively and efficiently.

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| <p>Unit – I: Field of statistics & summary Measures</p> <p>Importance and limitations of statistics – Misuses of statistics – Data presentation: Frequency distribution – Cumulative and relative frequency distribution – Graphical representation of frequency distribution – summary measures: Measures of central tendency: Mean – Median - Mode – comparison of mean, median and mode – measures of dispersion: Range, standard deviation – coefficient of variation.</p> | 15 |
| <p>Unit – II: Sampling and Sampling Distribution</p> <p>Sampling – Types of sampling – Design of experiments – Normal distribution – Sampling distribution – Standard error of mean and proportion for large samples – Standard error of mean for small samples.</p> | 12 |
| <p>Unit – III: Inferential Statistics</p> <p>Estimation Basics – Point estimation – Interval estimation – confidence interval for mean and proportion for large samples – confidence interval for mean for small samples – Determining sample size – Qualities of good estimator.</p> | 10 |
| <p>Unit – IV: Correlation & Regression</p> <p>Correlation – Basics – methods of studying correlation – correlation of bivariate grouped data – Regression lines – Regression equations – Estimation using the regression line – standard error of estimate – Regression analysis of grouped data.</p> | 10 |
| <p>Unit – V: Time Series Analysis</p> <p>Time Series Analysis – Basics – Components of time series – Trend Analysis – Seasonal Variation – Cyclical variation – Irregular variation – Time series analysis in forecasting.</p> | 13 |

TEXT BOOKS:

1. Amir D.Aczel, Complete business Statistics. 5th edition, Irwin McGraw-Hill.2001.
2. Richard I. Levin and David S. and I. Rubin, Statistics for Management, 7th edition. Prentice Hall of India Pvt.Ltd.New Delhi, 1997.

REFERENCES:

1. David M.Levine, Timothy C.Krehbiel and Mark L.Berenson "Business Statistics: A First Course". Pearson Education Asia, 2nd edition, New Delhi, 2000.
2. Brase. C. H & Brase. C. P, " Understandable Statistics: Concepts & Methods", 3rd ed., D. C. Health & co, Lexington.
3. Chandan Kumar Mustafi, "Statistical Methods in Managerial Decisions" Macmillan India Pub.
4. Bruce I. Bowerman, Richard T.O.Connell and Michael L.Hand. Business Statistics in Practice, 2nd Edition. McGraw-Hill/Irwin.2001.
5. Hooda.R.P, Statistics for Business and Economics, Macmillan India Ltd., 2nd education-2001.
6. David F.Groebner, Patrick W.Shannon, Phillip C.Fry and Kent D.Smith. "Business Statistics". A Decision making approach 5th edition, Prentice Hall-2001.
7. Chandan.J.S, Statistics for Business and Economics, Vikas Publishing House Pvt. Ltd.1998.
8. Lawrence B.Morse Statistics for Business and Economics, Harpereollins College Publishers, New York.1993.
9. Beri.G.C, "Statistics for Management", TMH.
10. S.P. Gupta & M.P.Gupta "Business Statistics" – Sultan chand Publications.
11. C. B. Gupta & Vijay Gupta, "An Introduction to Statistical Methods", 23rd rev.ed., Vikas Pub.
12. S. P. Gupta, "Statistical Methods", Sultan Chand Pub.

I – Semester

Paper - IV - ORGANIZATIONAL BEHAVIOR

Objective: To impart knowledge about individual behaviour, group behaviour and industrial psychology in the business environment.

Outcome: After completing this course, the learners can be able to understand the individual behaviour, desired leadership qualities, motivational techniques to maintain industrial peace and harmony.

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| <p>Unit – I- Introduction to OB Definition, need and importance of Organisational behaviour-Nature and scope-Framework-Organisational Behaviour Models. Organisation Structure-Formation-Groups in Organisations-Influence-Group cohesiveness – reasons – types – factors – case studies.</p> | 8 |
| <p>Unit – II- Organisational Culture Organizational Culture and Climate, Managerial Ethos, Organization Structure & Design, and Managing cross cultural Communication – case studies.</p> | 8 |
| <p>Unit – III: Perception & Learning Perception – characters – perceptual selectivity factors – interpersonal perception. Learning – Process - acquisition of complex behaviour – learning curves- principles of reinforcement – schedules of reinforcement – case studies.</p> | 9 |
| <p>Unit - IV: Organisation Development Meaning, Nature and scope of OD - Dynamics of planned change - Person- focused and role-focused OD interventions -Planning OD Strategy - OD interventions in Indian Organisations - Challenges to OD Practitioners – case studies.</p> | 8 |
| <p>Unit - V: Individual Behaviour in OB Individual Determinants of Organization. Behaviour, Personality, Attitudes and Values, Motivation, Job Anxiety and Stress. Interpersonal Relations, and Management of</p> | 12 |

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| Organizational Conflicts – Conflict situation – negotiation – case studies. | |
| Total Hours | 45 |

TEXT BOOKS:

1. Fred Luthans, Organisational Behaviour, Mc Graw Hill
2. Robbins. S, Organisational Behaviour, McGraw Hill

REFERENCES BOOKS

1. Keith & Davis, Organisational Behaviour, PHI Pub.
2. Aswathappa, Organisational Behaviour, TMH Pub.
3. Pareek, U (2004). Understanding Organisational Behaviour. Oxford University Press.
4. Organisational Behaviour, M N Mishra, VIKAS pub.
5. Shashi K Gupta & Rosy Joshi, Organisational Behaviour, Kalyani Publishers, 2004
6. R.K.Sharma & Shashi K Gupta, Business Organisation and Management, Kalyani Publishers, 2005
7. L.M.Prasad, Organisational Behaviour, Sultan Chand & sons, 2004
8. Uma Sekaran, Organisational Behaviour, Tata Mc Graw Hill, 2000.

I – Semester

Paper –IV: BUSINESS COMMUNICATION & OFFICE MANAGEMENT

Objective: To impart knowledge to management students in preparing business reports, to establish various kinds of business communications and maintain office records in effectively.

Outcome: After completing the course, they can be able to prepare and present a business report and establish office communication in efficient manner and keep the office documents appropriately.

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| <p>Unit – I: Basics of Communication</p> <p>Introduction to Communication – Meaning, Importance and Process of Communication - Forms of Communication - Types of Communication - Barriers in Communication – Communication Channels - Oral Presentation - Written Presentation - Use of Charts, Graphs - Interview techniques - Effective listening skills - Written Communications in Business Organisations - Layout of a Business letter and different types of letters and letter writing - Different parts of a Report and Report Writing – Exercises.</p> | 9 |
| <p>Unit- II: e – Communication & Modern method of Communication</p> <p>Writing e-mails and memos – Proposals - Business Meetings - Types of Meetings - Essential requirements of a meeting - Writing notices for a meeting - Minutes of a meeting – Internet - Audio and visual aids – Teleconferencing - Business Etiquettes – Telephone Etiquettes - Initiating Interactions - Dressing for Work - Enhancing Communication Using Non-verbal Cues - Business Conversation - Managing Appointments - Negotiating with Customers - Entertaining Customers – Exercises.</p> | 9 |
| <p>Unit- III: Time Management</p> <p>Understand time - Principles of time management - Productivity cycles - Set goals and priorities - Time Management plan - Identify a time management plan - Daily plan -</p> | 8 |

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| Effective time utilization – Technology - Time Wastage – Productivity - Importance of productivity - Personal time wasters - Saying “No” - Control information overload - Causes of information overload – Screening - Create files and organize the office – Case studies. | |
| Unit – IV: Introduction to Office Management Office Management – Principles – Elements – Functions – Office Manager – Functional Office Management –Administrative office Management – Information Management – Scientific Office Management – Principles – Location of Office - Office Building – Office Layout – Preparing the Layout – Re-layout – New Trends in Office Layout – Purchasing Supplies – Methods of Purchasing – Purchasing Procedure – Storage – Storage Principles – Issues of Stationary and supplies – Control of consumption – Office Manager and Stationary Control – Case Studies. | 10 |
| Unit – V: Records Management Records – Importance – Records Management – Filing – Essentials of a Good Filing System – Classification & Arrangement of files – Filing Equipment – Methods of Filing – Modern Filing Devices – Centralized vs. Decentralized Filing –Indexing – Types of Indexing – Selection of Suitable Indexing System – The Filing Routine – Filing Manual – Records Retention – Evaluating the Records Management Programme – Modern Tendencies in Records Making – Case Studies. | 9 |
| Total Hours | 45 |

REFERENCE BOOKS

1. Rajendra pal, J.S Korllahalli Essentials of business communication , Sultan chand & Sons
2. Ray W Poe, Rose Marry T Fruehling , Business Communications – a case method approach, AITBS Publishers and Distributers, 2000
3. R. K Madhukar, Business Communication and customer Relations, Vikas Publishing house P. Ltd 2001
4. Raymond V Lesikar John D Petit, Jr, Business Communications Theory and Applications, AITBS, New Delhi 1999.
5. Asha Kaul Effective Business Communication, prentice Hall of India, 2000.
6. KK Sinha, Business Communication, Galgotia Publishing Company, 2000.
7. Ron Ludlow/ Fergus Panton, Effective communication, Prentice Hall of India, 1999.
8. Sharma & Mohan, Business Communication and Report Writing
9. Lesikar, Lesikar's Basic Business Communication, PHI Pub

10. Y.K.Bhushan – Business Organisation and Management – Sultanchand & sons
11. Shukla - Business Organisation and Management – S.Chand & Company Ltd.,
12. Singh.B.P & Chopra - Business Organisation and Management – Dhanpat Rai & sons

I – Semester

Paper- VI – ACCOUNTING FOR MANAGERS

Objective: To enable students to understand accounting principles and techniques, cost and management accounting concepts and their applications in managerial decision making.

Outcome: After completing this course, the student can be able to acquire the basic computational techniques to solve quantitative managerial accounting problems, identify and describe terms associated with managerial accounting, analysis a firm’s financial activities and describe the master budget process for an organisation.

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| <p>UNIT – I: Basics of Financial Accounting</p> <p>Book keeping and Accounting – Accounting – Types of accounting- Branches of Accounting – concept and role of financial accounting – Management Accounting – International Accounting standards. Financial Accounting – Concepts and conventions – Double entry system – Preparation of journal, ledger and Trial balance – preparation of final accounts: Trading, profit and loss account and Balance sheet .</p> | 12 |
| <p>UNIT – II: Asset Valuation</p> <p>Capital and Revenue Expenditure and Receipts - Depreciation - Meaning - Causes -Methods of Calculating Depreciation: Straight Line Method, Diminishing Balance Method and Annuity Method.</p> | 12 |
| <p>Unit – III: Financial statement analysis</p> <p>Financial statement analysis and interpretation - Types of Analysis - Objectives - Tools of Analysis - Ratio Analysis: Objectives, Uses and Limitations - Classification of Ratios: Liquidity, Profitability, Financial and Turnover Ratios - Funds Flow Analysis and Cash Flow Analysis: Sources and Uses of Funds, Preparation of Funds Flow statement, Uses and Limitations.</p> | 12 |

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| Unit – IV: Marginal Costing Breakeven Analysis - Cost Volume Profit Relationship - Applications of Standard and marginal Costing Techniques. | 12 |
| UNIT – V: Cost Accounting Cost Accounting - Concepts -Distinction between Costing and Cost Accounting - Elements of Cost - Preparation of Cost Sheet - Types of Costs. | 12 |
| Total Hours | 60 |

REFERENCES

1. Horngren.C.T., ACCOUNTING FOR MANAGEMENT CONTROL - AN INTRODUCTION, Englewood Cliffs, Prentice Hall, 1965.
2. Anthony, R.N., MANAGEMENT ACCOUNTING-TEXT AND CASES, Homewood, R.D., Irwin, 1964.
3. Charumathi, B and Vinayakam, N., FINANCIAL ACCOUNTING, S.Chand & Co, N. Delhi, 2002.
4. Maheswari, S.N., MANAGEMENT ACCOUNTING, Sultan Chand & Sons, New Delhi.
5. Hingorani, Ramanathan & Grewal, MANAGEMENT ACCOUNTING.
6. Jain S.P. and Narang, K.L., COST ACCOUNTING.

I – Semester

PRACTICAL – I: BUSINESS IT TOOLS

Objective: To impart basic business computing skills for quick and better decision-making process in the managerial aspects.

Outcome: After completing the course, the students can be able to prepare reports and effective presentation with help of computers by using modern technology to produce analytical reports both digitally and pictorially to understand easily.

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| Applications of Ms Office towards report preparation, analysis, data base management, presentation and communication with help of Ms Word, Excel, Power Point, Ms Access, Internet Explorer at managerial level and explore Statistical Software Package in the aspects of real time business applications. - Practical Exercise | 45 |
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Semester – II

Paper – I: PRODUCTION & OPERATIONS MANAGEMENT

Objective: To impart knowledge about the production functions, comprehensive learning of the latest trends of material handling, inventory maintenance and to demonstrate the competence of the quality concepts.

Outcome: After completing the course, the student can be able to understand the production process, and maintenance of inventory with various parameters and quality systems in organisation.

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| <p>Unit – I: Operations Management and Production Design</p> <p>Operation function in organization-evolution of production and operations management-systems view of operations-defining the subsystem-Managing the operations subsystems-Frame work for managing operations - Strategic role of operations –Trends in operations management.</p> <p>Product process designating for customer, process selection types of process, process flow structure, product process matrix, virtual factory – process flow design process analysis-plant capacity - make or buy decisions Plant Location - Factors – Application oriented problems and case studies.</p> | 15 |
| <p>Unit – II: Layout facility</p> <p>Layout-Principles of good layout-layout factors-basic types of layout product layout, group technology layout, fixed position layout, retail service layout-Principles of materials Handling - Materials handling equipment.</p> <p>Job-design: Effective job design-combining engineering and behavioral approaches, work measurement-method analysis-Ergonomics- case studies</p> | 12 |
| <p>Unit – III: Production and Inventory Control:</p> <p>Basic types of production - Intermittent, Batch, Continuous-Routing. Scheduling, Activating and Monitoring-Basic Inventory Models-Economic Order Quantity, Economic Batch quantity-Reorder point-Safety stock-Classification and codification of Stock-ABC classification-procedure for stock control, Materials Requirement Planning (MRP) -</p> | 12 |

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| Application oriented problems and case studies. | |
| Unit – IV: Maintenance and Quality Systems Preventive vs. Breakdown maintenance-Breakdown time distribution-maintenance cost balance-procedure for maintenance. Quality Control: Purpose of Inspection and quality control – Quality circle - Acceptance sampling by variables and attributes – Control charts for variables \bar{X} chart, R chart - fraction defectives and defects – Operating Characteristics curve – ISO Certification procedures for Industries – Application oriented problems and case studies. | 12 |
| Unit – V: Methods analysis and Work Measurement: Methods study procedures- Purpose of time study-Stop watch time study-Performance rating-allowance factors-standard time-work sampling technique – case studies. | 9 |
| Total Hours | 60 |

Text Books:

1. Production Management-Edward S.Buffa.
2. Chase, Aquilano, Jacobs Production and Operations Management, Tata McGraw Hill 1999.
3. O.P Khanna Industrial Engineering and Management , Dhanpat Rai Publications P Ltd,1999
4. Materials Management-Gopalakrishnan.
5. Panneer Selvam.R, Production and Operations Management

References:

1. Steven Nahmias, Production and Operations Analysis.
2. William J.Stevenson – Production and Operations Management
3. Raymond Myer, Production Management

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| Types- Advertising Budget – Personal Selling – Kinds of Advertising – Benefits – Advertisement copy, Advertising Budget – Personal selling – kinds of salesmen – Function – Qualities of a good salesmen- process of selling – case studies. | |
| UNIT – V: Marketing Research Marketing Research – Objectives, Importance – Marketing Research activities – Marketing Research and Information systems - Types of Research Design – Elements of Research Design – Steps involved in Research process – Report writing - case studies. | 8 |
| Total Hours | 45 |

Reference Books:

1. Philip Kotler, Marketing Management, Millennium Edition, Prentice Hall Publication.
2. Ramasamy & Namakumari, Marketing Management, Macmillan Pub.
3. Arunkumar, Meenakshi, Marketing Management, Vikas Pub.
4. Sherlaker.S.A, Marketing Management, HPH
5. Rajan Saxena, Marketing Management, TMH
6. Beri. C. G, Marketing Research, Sultan Chand Pub.

Semester – II

Paper – III: MANAGING PEOPLE IN ORGANISATION

Objective: To teach the basic principles of HRM for how an organization acquires, rewards, motivates, uses, and generally manages its people effectively. In addition to providing a basic legal and conceptual framework for managers, evaluating performance, structuring teams, coaching and mentoring people, and performing the wide range of other people related duties of a manager in today's increasingly complex workplace.

Outcome: After completion of this course, the learners can be able to understand the need for HR functions, and policies, manpower planning, various compensation techniques and develop a compensation system, the importance of health and safety and need for a grievance redressal system and the importance of HR accounting.

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| UNIT –I: Introduction HRM - Meaning, Definition, Scope, Functions & Objectives; Policies - Definition, Advantages and Characteristics of a sound Personnel policy; Difference between Personnel Management and HRM; Role of Personnel Manager and HR manager; Qualities of HR Manger - Case Studies. | 9 |
| UNIT – II: Acquisition and Absorption Job Design - Definition, Factors affecting job design, Techniques of job design; Job analysis - Definition, Process of job analysis; HR Planning - Objectives of HRP, Definition and Need for HRP, Factors affecting HRP, Process, Problems and limitations of HRP - Case Studies. | 9 |
| UNIT – III: Selection Process Recruitment - Definition, Factors affecting Recruitment policy, Sources of recruitment, Recruitment process; Selection - Meaning, Definition, Selection process; Types of tests, Types of interviews, Steps in interview process; Placement and Induction - Case Studies. | 8 |
| UNIT - IV: Performance Appraisal & Training | 10 |

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| Performance appraisal – Concepts, Process, Different methods of appraisal, Limitations of performance appraisal; Training and Development – Concepts, Importance, On the job & Off the job methods, Steps in training - Case Studies. | |
| UNIT –V: Employees Welfare & Benefits Compensation Management – Objectives, Process, Factors in compensation plan; Job Evaluation; Incentives; Discipline management; Grievance Handling; Workers Participation in Management – Objectives, Issues, Reasons for ineffective - Case studies. | 9 |
| Total Hours | 45 |

Text Books:

1. Ashwatappa.K, Human Resource Management: Text & Cases, 5th edition, TMH.
2. Gary Dessler, Human Resource Management , , 10th ed, Pearson Publications
3. Rao. VSP, Human Resource Management: Text & Cases, Excel Books, 2011

Reference Books:

1. Prasad. L. M., Human Resource Management, Sultan Chand & Sons.
2. Biswajeet Patnayak, Human Resource Management, PHI Pub.
3. Bohlander et. al, Managing Human Resources, Cengage Learning.
4. Nair. N.G, Personnel Management & Industrial Relations, S. Chand Pub.
5. Kanka. S, Human Resource Management, S. Chand Pub.
6. Arun Kumar, Sharma. R, Personnel Management: Theory and Practice, HPH, Mumbai.
7. Raymond Noe, Hollenbeck, Gerhart, & Wright, Human Resource Management, TMH.

Semester – II

Paper – IV – APPLIED OPERATIONS RESEARCH FOR MANAGERS

Objective: To provide sufficient knowledge and skills to use Operations Research Techniques for effective decisions–making, model formulation and applications and also utilize the available resources for optimization and solving business decision problems.

Outcome: After completion of this course, the learners can be able to allocate the scarce resources, formulate the problem in quantitative nature, reduce wastage of resources, and profit maximization in the business environment.

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| <p>Unit – I: Linear Programming Problems (LPP)</p> <p>Introduction to OR, Nature, scope and limitations- Basic concepts - LPP- Meaning – Formulation of LPP - Graphical Method - Simplex solution- Two Phase simplex method.</p> | 14 |
| <p>Unit – II: Transportation & Assignment Problems:</p> <p style="padding-left: 40px;">Transportation problem - North-West corner Solution – Least Cost Method – Vogel’s Approximation Method - Stepping Stone Method - MODI Method-Degeneracy, balanced, unbalanced problems – maximization and minimization problems.</p> <p style="padding-left: 40px;">Assignment model - Hungarian method- maximization and minimization problems - Traveling salesmen problem.</p> | 12 |
| <p>Unit – III: Sequencing Problem and Game theory:</p> <p style="padding-left: 40px;">Sequencing Problem – Processing N jobs through 2 Machines- Processing N jobs through 3 Machines -Processing N jobs through M Machines- Processing 2 jobs through M Machines.</p> <p style="padding-left: 40px;">Game Theory – Meaning – Saddle Point – Two persons Zero Sum Games- mixed strategies for (2X2) games - Dominance Property.</p> | 11 |

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| <p>Unit – IV: Network Project Scheduling & Replacement Theory</p> <p>Network and Basic Components- Rules – CPM and PERT for project scheduling- Resource leveling, crashing, Resource planning.</p> <p>Replacement Theory – Introduction- Replacement of items with gradual Deterioration – Items that fail completely and suddenly.</p> | 13 |
| <p>Unit – V: Decision Theory</p> <p>Decision making under certainty - Decision making under Uncertainty- Decision making under risk: Expected value, EVPI- Decision trees Analysis.</p> | 10 |
| <p>Total Hours</p> | 60 |

TEXT BOOKS:

1. R.Panneerselvam, "Operations Research", Prentice Hall of India-2002.
2. Hamdy A Taha, "An Introduction to Operations Research Prentice Hall, Sixth edition-2000.
3. J.K.Sharma, "Operations Research. Theory and Applications", Macmillan-1997.
4. Gupta, Manmohan and Kantiswarup, "Operations Research", Sultanchand Pub, New Delhi

Reference Books:

1. P.K.Gupta., D.S.Hira, "Problems in Operations Research", S.Chand & Company-2002.
2. P.K.Gupta and D.S.Hira, "Operations Research", S.Chand & Co.Ltd., New Delhi-2002.
3. C.K.Mustafi, "Operations Research: Methods and Practice", New Age International (P) Ltd., Publisher-2000.
4. S.Kalavathy, "Operations Research", Vikas Publishing House (P) Ltd-2000.
5. Dr.N.G.Nair, "Resource Management Techniques" Vikas Publishing House(P)Ltd.
6. Kapoor.V.K, Operations Research", Sultan Chand & Sons, New Delhi.

Semester – II

Paper – V: FINANCIAL MANAGEMENT

Objective: To develop knowledge on the type and characteristics of problems and the possibility of the occurrence of financial management problem through reliable approach and problem solving strategy development.

Out come: On successful completion of this course component the student will be able to collect the quantitative and qualitative information required to develop a financial plan, collect information regarding the clients asset and liabilities, cash flow, income or obligations, prepare a budget, statement the clients net worth, propensity to save, spending decision and attitudes towards debt.

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| UNIT I – INTRODUCTION Financial Management: Meaning – Nature – Scope of Financial Management – Finance Functions – Goals of Financial Management: Profit Vs. Wealth Maximization - Role of a Financial Manager – Time Value of Money – Risk and Return – Case Studies. | 7 |
| UNIT II – CAPITAL BUDGETING DECISIONS Capital Budgeting: Meaning – Nature & Importance of Investment Decisions – Types of Investment decisions - Evaluation Techniques – Non-Discounting Cash Flow Techniques: Pay Back Period – Accounting Rate of Return – Discounting Cash Flow Techniques: Net Present Value – Profitability Index – Internal Rate of Return – Comparison of Evaluation Techniques – Project selection under Capital Rationing – Case Studies. | 14 |
| UNIT III – COST OF CAPITAL AND LEVERAGES Cost of Capital: Meaning and Significance of Cost of Capital – Components of Cost of capital – Calculation of Cost of Debt – Preference share capital – Equity share capital – Retained earnings – Weighted Average Cost of Capital – CAPM – Case Studies. Leverages: Meaning – Types – Operating Leverage – Financial Leverage – Combined Leverage – EBIT & EPS Analysis – Indifference point – Case Studies. | 14 |
| UNIT IV – CAPITAL STRUCTURE AND DIVIDEND POLICY Capital Structure: Meaning – Capital Structure Theories (NOI, NI, MM, Traditional theories) – Factors to be considered while designing optimum capital structure – Case | 10 |

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| Studies. Dividend Policy: Meaning – Objectives – Forms of Dividend – Factors to be considered - Dividend Policy in practice – Dividend Theories (Walter’ s Model, Gordon’s Model, MM Hypothesis) – Case Studies. | |
| UNIT V – WORKING CAPITAL MANAGEMENT Working Capital Management: Meaning – Significance of Working Capital – Types of Working Capital – Operating Cycle – Determinants of Working Capital – Sources of Working Capital – Estimation of Working Capital requirements – Case Studies. Receivables Management – Credit policy – Credit policy variables: Credit standards and analysis, Credit terms and Collection Procedures – Monitoring receivables: ACP, Aging schedule and Collection Experience Matrix – Factoring: Concept, Types and Costs & Benefits involved Inventory Management – Concept and Need to hold inventories – Objectives – Inventory Management Techniques: EOQ & Reorder point – ABC Analysis Cash Management – Motives for holding cash – Theories of Cash Management; Baumol’s Model, Miller-Orr Model – Managing Cash collections and Disbursements – Types of Marketable securities | 15 |
| Total Hours | 60 |

Text Books:

1. I.M. Pandey, Financial Management, Vikas Publishing House
2. Prasanna Chandra, Fundamental of Financial Management, Tata McGraw Hill Publishing Company.

Reference Books:

1. M. Y. Khan and P. K. Jain, Financial Management, Tata McGraw Hill Publishing Company.
2. James C. Van Horne, Financial Management and Policy, Prentice Hall of India Private Ltd.
3. Lawrence J. Gitman, Principles of Managerial Finance, Pearson Education.
4. Preeti Singh, Fundamentals of Financial Management, Ane Books, 2008.
5. S.N. Maheswari, Financial Management, S. Chand & Sons.
6. S. Sudarshana Reddy, Financial Management, Himalaya Publishing House

Semester – II

Paper –VI - RESEARCH MEHODOLGY

Objective: To train the learners to understanding of the fundamental theoretical ideas and logic of research, issues involved in planning, designing, executing, evaluating and reporting research and carry out their own research, confidently using techniques appropriate to your research question and reaching relevant and confirmable conclusions.

Outcome: After Completion of this course, the learners can be able to understand basic concepts of research and its Methodologies, identify the research gap and appropriate research topics, define research problem and parameters, prepare a research proposal, organized procedure for collecting and analyzing data, and prepare write a research report for the selected problems.

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| Unit -1: INTRODUCTION Definition & Objectives of Research, Qualities of Researcher, Types of Research, Research approaches, various steps in research approaches, Criteria of good research, Problems encountered by researchers in India - Research Design: Concept & Need, Features of a good research design, Types & Basic principles involved | 8 |
| Unit -2: DATA COLLECTION & SAMPLING Sources of Data - Primary Data, Secondary Data: Methods of Data collection, Selection of appropriate method for data collection – Grouping & Presentation of data – Sampling: Merits and Demerits, Steps in sampling design, Criteria for selecting a sampling procedure, Characteristics of a good sample design, Types of sampling, Sampling Errors: Type – I Error and Type – II Error. | 10 |
| Unit -3: MEASUREMENT AND SCALING TECHNIQUES Scaling: Concept, Measurement scales – Sources of errors in measurement - Test of good measurement – Techniques of developing measurement of tools – Scaling classification bases – Important scaling techniques – Scale construction techniques – Guidelines for construction of questionnaire/schedule- guidelines for successful interviewing. | 9 |
| Unit -4: STATISTICAL ANALYSIS | 12 |

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| Test of Hypothesis - One Sample Test - Two Sample Tests / Chi-Square Test, Association of Attributes - t-Test - Standard deviation - Co-efficient of variations –ANOVA - Cluster Analysis, Factor Analysis and conjoint analysis (only conceptual theory). | |
| Unit -5: INTERPRETATION & RESEARCH REPORT WRITING Interpretation: Meaning, Technique & Precautions - Report Writing: Significance, Different steps; Layout of Research report; Types of Reports - Introduction to Statistical Packages. | 6 |
| Total Hours | 45 |

Reference Books

1. Kothari: RESEARCH METHODOLOGY, Wishwa Prakashan Pub, New Delhi
2. Wilkinson & Bhandarkar: Methodology and Techniques of Social Research.
3. Pauline Vyoung: Scientific Social Surveys and Research.
4. Panneerselvam, R., Research Methodology, PHI, New Delhi,
5. Festinger. L & D. Katz: Research Methods in Behavioural Science.
6. Sellitz, et al: Research Methods in Social Relations.

Semester – III

Paper –I – STRATEGIC MANAGEMENT AND BUSINESS PROCESS MANAGEMENT

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Objective: To provide sufficient knowledge and skills to use Strategies in Operations for effective decisions–making, model formulation and applications and also utilize the available resources for optimization and solving business decision problems.

Outcome: After completion of this course, the learners can be able to allocate the scarce resources, formulate the problem in quantitative as well as qualitative nature, reduce wastage of resources, and profit maximization in the business environment.

UNIT- I : STRATEGIC PROCESS & COMPETITIVE ADVANTAGE 10

Definitions – Basic Concepts for strategic management- Concept of Strategy, Strategy Formation Process – Stakeholders in business – Vision, Mission and Purpose – Business definition, Objectives and Goals - Corporate Governance and Social responsibility- Competitive Advantage: External Environment - Porter’s Five Forces Model - Competitive Changes, evolution - Globalization - - Competitive advantage Resources- Capabilities and competencies – core competencies, Generic Building Blocks- Distinctive Competencies-Resources and Capabilities - durability - Avoiding failures and sustaining - Case study.

UNIT – II: STRATEGIC ANALYSIS 14

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

UNIT – III: STRATEGY IMPLEMENTATION & EVALUATION 10

Implementation process, Resource allocation, Designing organizational structure, Strategic Control Systems - Matching structure and control to strategy - Implementing Strategic change-Politics-Power and Conflict-Techniques of strategic evaluation & control- Managing Technology and Innovation- Strategic

issues for Non Profit organisations. New Business Models and strategies for Internet Economy, Ethical Aspects - case study

UNIT – IV: Business Process Management

14

Business analysis technique: Process Analysis, Flow Diagram, Performance Measures, Bottleneck, Starvation and Blocking, Improvement- Little's Law. Business analysis: Basics, sub-disciplines, techniques, process improvement, Goals, Techniques - Right requirements documentation, Improve project efficiency. Techniques: PESTLE – MOST – SWOT – CATWOE, MoSCoW - VPEC-T – Roles of business analysts: Strategies, Architect, Systems analyst - Business process improvement - Selection of process teams and leader - Process analysis training - Process analysis interview- Process documentation - Review cycle - Problem analysis - Goal of business analysis – Case Studies

UNIT V: CMM & BUSINESS PROCESS REENGINEERING

12

Capability Maturity Model Integration: Overview, CMMI representation, CMMI model framework - CMMI models, Appraisal, Achieving CMMI compliance, Applications. Requirements analysis – Basics, Stakeholder identification, interviews - Joint Requirements Development (JRD) Sessions - Contract-style requirement lists - Strengths - Weaknesses - Alternative to requirement lists - Measurable goals - Prototypes. Requirements: specification, Types. Issues of analysis, Stakeholder, Engineer/developer - Attempted solutions – Business Process Reengineering – various aspects - Case Studies.

Total Hours 60

TEXT BOOKS

1. Thomas L. Wheelen, J.David Hunger and Krish Rangarajan, Strategic Management and Business policy, Pearson Education., 2006
2. Charles W.L.Hill & Gareth R.Jones, Strategic Management Theory, An Integrated approach, Biztantra, Wiley India, 2007.

Reference Book:

3. Azhar Kazmi, Strategic Management & Business Policy, Tata McGraw Hill.

Semester – III

Paper – II: Business Intelligence & Problem Solving

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Objectives: To impart the students to understand the concept of Business Intelligence and problem solving to be able to apply in various business contexts and through hands-on exercises with leading examples.

Outcome: After completing the course, the student can be able to understand the Business Intelligence & Problem Solving with various parameters in Industry.

Unit – I: Basics of Business Intelligence **12 Hours**

Business Intelligence – Definition – Components – Process - Scope – uses – Applications – Roles and Responsibilities – Tools and professionals – Exercises

Unit – II: Data Integration **14 Hours**

Data Integration – Data warehouse – goals – Approaches to integration – Technologies – Quality – Profiling – Enterprise Reporting – Measures , Matrices and performance Management - Standardisation and presentation practices – Balanced score card – Dash Board - BI and Mobility – Cloud Computing – ERP System - Exercise.

Unit – III: Introduction to Problem Solving **12 Hours**

Problem Solving– Definition – causes of poor problem solving – Key approaches to problem solving – Problem solving process – Essentials of effective problem solving – problem solving tools

Unit – IV: Concepts of Cyber Security **12 Hours**

Network and security concepts – basic cryptography – symmetric encryption – Public key Encryption – DNS – Firewalls – Virtualization – Radio Frequency Identification – Microsoft Windows security principles.

Unit – V: Security Investigation **10 Hours**

Need for Security- Business Needs, Threats, Attacks, Legal, Ethical and Professional Issues

Total Hours 60

Text Books:

1. RN Prasad & Seema Acharya, Fundamentals of Business Analytics, WILEY-INDIA
2. James Graham, Richard Howard and Ryan Olson, “Cyber Security Essential”, CRC Press, Taylor & Francis Group, 2011

References:

1. Michael E Whitman and Herbert J Mattord, “Principles of Information Security” Vikas Publishing House, New Delhi,2003
2. By Dan Shoemaker, Ph.D., William Arthur Conklin, Wm Arthur Conklin, “Cybersecurity: The Essential Body of Knowledge’, Cengage Learning 2012
3. Micki Krause, Harold F.Tipton “Handbook of Information Security Management” CRC Press LLC, 2004.

Semester – III

Paper –III – LEGAL ASPECTS IN BUSINESS

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Objectives: To impart the students to understand the concept of Legal aspects associated in the business and problem solving to be able to apply in various business contexts and through hands-on exercises with leading examples.

Outcome: After completing the course, the student can be able to understand Legal aspects in the business with various parameters in Industry.

UNIT I: Law of Contract

09 Hours

Law of Contract: Meaning, Nature, Classifications and essentials of valid contract – Offer, Acceptance and Agreement - Formation of Agreement - Consideration and Contracts - Performance of the contract - Void Contract - Contingent Contract - Breach, Damages and compensation. Case Laws.

Sale of goods: Definition and essentials of a contract of sale - Goods and their classification - Sale and transfer of ownership - Transfer of title by non owners – Performance - Unpaid seller and his Rights – remedies for breach. Case Laws.

Unit – II: Law of Partnership & Negotiable Instruments act

09 Hours

Concept and formation of partnership - kinds of Partners - legal relations between partners - Rights of incoming and outgoing partners - Retirement and Expulsion - Dissolution of firm. Concept of Negotiable Instruments and its importance - Transfer of Negotiable Instruments and liability of parties - Definition of promissory note - Cheques and bill of exchange - Holder for value and holder in due course - Types of negotiation – consignment – rights and duties of collecting and paying bankers – forgery. - Limited Liability Concepts. Case Laws.

UNIT III: Company Law

09 Hours

Nature of company - Types of company – formation - Registration of company - Memorandum of Association - Articles of Association – Membership - Prospectus and raising of capital - Borrowing powers of the Company - Board of Directors – Auditors – Meetings. Case Laws.

UNIT IV: Sales Tax and Central Excise Duties

09 Hours

Sales tax – single point and multi point sales tax – central sales tax Act,1956 - Inter - state Trade – Inter state sales tax – The Tamil nadu General sales Tax act,1959 – Registration of dealers – Mode of charging sales tax – Excise Duties – The central Excises and salt act 1944,VAT – MODVAT. Case Laws.

Unit – V: Emerging Trends in Business Law

09 Hours

Meaning, Scope, objectives, and Benefits of

- (i) Cyber Law
- (ii) Alternate Dispute Resolution
- (iii) IT Act 2000
- (iv) Consumer Protection Act, 1986 and its amendments - Case Laws.

Total Hours 45

Text Books:

- 3. N.D.Kapoor, Elements of Mercantile Law-Sultan Chand and Company, New Delhi-1998.
- 4. Sen & Mitra. Arun Kumar Sen & Jitendra Kumar Mitra-Commercial and Industrial Law - The World press, Private Ltd., Calcutta-1996.

References:

- 4. P.P.S.Gogna, Mercantile Law.S.Chand & Co.Ltd.New Delhi-1999(1997 Edition)
- 5. Dr.Vinod K.Singhania-Direct taxes planning and Management,1997 Edition
- 6. R.S.N. Pillai & Bagavathi “ Business Law “ Sultan Chand & Sons 1999 Edition
- 7. N.D.Kapoor, Busienss Laws- Sultan Chand and Company, New Delhi-2009

Semester IV
Paper –I – MANAGEMENT OF GLOBAL BUSINESS

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Objectives: To impart the students to understand the concept of Management of Global business to be able to apply in various MNC business contexts and through hands-on exercises with leading examples.

Outcome: After completing the course, the student can be able to understand the International Business with various parameters in Industry.

Unit – I: Basics of International Business **10**

Meaning and features of International Business Management - Globalization forces: Meaning, Dimensions and stages in Globalization, Globalization Boon or bane - Introduction to theories of International Trade by Adam Smith, Ricardo and Ohlin & Heckler Trading Environment of International Trade - Tariff and Non-Tariff Barriers - Trade blocks – Case Studies.

Unit - II: International Business Environment **12**

Analysis of Global Environment: Political, Economic, Social & Cultural, Legal, Technological - Natural Environments country Risk Analysis - Opportunities and threats for International Business – Rise of New economics like Brazil, Russia, India and China (BRIC) and ASIAN countries – Case Studies.

Unit – III: International Financial Management **14**

Balance of Trade and Balance of Payment International Monetary fund - Asian Development Bank, World Bank, Introduction to Export and Import finance - Methods of Payment in International Trade - International Financial Instruments - Bilateral and Multilateral Trade Laws - General Agreements on Trade & Tariffs (GATT) - World Trade Organization (WTO) - different rounds, IPR, TRIPS, TRIMS, GATS, Ministerial Conferences, SAARC – Case Studies.

Unit - IV: International Marketing **12**

Objectives and Challenges in International Marketing - Major Players in International marketing, market Selection, Entry Strategies - International Currency and Currency Crisis - Euro-Phases, Benefit and cost Euro and Implication for India - Trade invoicing in Euro Vs Dollar - Southeast Asian Currency Crisis. – Case Studies.

Unit - V: Impact of Globalization **12**

Globalization and its impact on Indian Industry - globalization and Internal reform process - Current Exim Policy - India Competitive advantage in Industries like. I.T.,

Textiles, Gems & Jewelry etc. Potential and threats, Indian Multinationals - SEZ: Introduction, Types of economic zones, Meaning and Nature of SEZ - Mechanism of setting of SEZ, opposition to SEZ – Case Studies.

Total Hours 60

Case Studies and Web Exercises should cover

- a) Case Studies on: Global Environment Analysis International Marketing International Finance Country Risk Analysis
- b) Web Exercises Visit websites of different International organizations like, UNO, World Bank, International Monetary Fund, SAARC, Euro and related links etc...

Text Books

- 1. International Business Environment, Sundaram and Black, PHI Publications.
- 2. International Business Environment, Bhalla and Raju.

Reference Books

- 1. International Financial Management, P.G. Apte
- 2. International Business, Francis Cherunilam, Wheeler publications.
- 3. International Business, Rao and Rangachari
- 4. Export Management Rathode
- 5. International Business Environment and operations John D. Daniels
- 6. International Business S. Shajahan.

ELECTIVES - MARKETING SPECIALIZATION

Semester – III

RETAIL AND MALL MANAGEMENT

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Objectives: To impart the students to understand the concept of Retail and Mall Management to be able to apply in various Retail business contexts and through hands-on exercises with leading examples.

Outcome: After completing the course, the student can be able to understand the Retail and Mall Management with various parameters in Industry.

UNIT I: Retail Management an overview

10 Hours

Definition and scope of Retailing - Retailing Scenario – Global / India - Challenges to Retail Development - Economic Significance of Retailing - Opportunities in Retailing - Retail management decision process - Global Retail market - Business Models in Retail - Theories of Retail Development - Concept of life cycle in Retail - Airport Retailing - Services Retailing - Retailer characteristics - Food Retailers - General Merchandise Retailers – Non-store Retail Formats – Retail Organization Structure - Retail Organization Design Issues - case studies.

UNIT II: Retail Market Segmentation & Planning

10 Hours

Criteria for Evaluating market segment - Approach for segmenting market - Selection of Promotion mix - Market Targeting - Customer Profile - Market Segmentation in India - Factors influencing retail shoppers - Retail Franchising - International Franchising - Retail store locations – case studies.

Unit-III:Introduction

8Hours

Concept of shopping mall, Growth of malls in India, Mall positioning strategies, Strategic planning for malls.

Unit-IV:Aspect in Mall Management

9 Hours

Concepts in mall design, Factors influencing malls' establishment, Recovery management, Aspect in finance, Human resources, Security and accounting, Legal compliances and issues, Measuring mall performance.

Unit-V:Mall Operations**8 Hours**

Store allocation, Leasing negotiations, Maintenance and repairs, Security and safety procedures and regulations, Operational activities, Footfalls measurement, Common area management.

Total Hours 45**TEXT BOOKS:**

1. Chetan Bajaj, Nidhi V Srivastava, Retail Management Oxford University Press 2005
2. Barry Berman & Joel R .Evans, Retail Management: A Strategic Approach PHI 2007
3. Mall Management with case studies, Abhijit Das

Reference Books:

1. Dunne, Retailing, Cengage Learning 2007,
2. .Swapna Pradhan Retailing Management ,Test & Cases, Tata McGraw Hill 2007
3. Gibson G. Vedamani Retail Management Jaico Publishing, House 2004
4. Michael Levy & Barton, A Weitz, Retailing Management Tata McGraw Hill 2007
5. Jim Dion, Ted Topping, Retail Business Jaico Publishing House, 2006

ELECTIVES - MARKETING SPECIALIZATION

Semester – IV **SERVICES MARKETING**

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Objectives: To impart the students to understand the concept of Services and importance of Services in the marketing to be able to apply in various business contexts and through hands-on exercises with leading examples.

Outcome: After completing the course, the student can be able to understand the Services marketing with various parameters in Industry.

Unit – I: Introduction to Services

9 Hours

Meaning of services – Services vs. Customer Services - goods vs. services – Reasons for growth of services – Characteristics of Services – Classification of services – Method of service delivery – Case studies.

Unit – II: Marketing Behaviour in Service Marketing

9 Hours

Marketing Management process of services – Consumer in service Industry – Buyer characteristics – Buyer decision making process – comparison of individual consumer and organizational buyer behaviour for services – Case studies.

Unit – III: Services Marketing Mix

8 Hours

Service marketing mix - Service product - Pricing in services – Services promotion: Promotion mix for services. Advertising, Sales Promotion – Personal selling process – Public Relations and Publicity– Case studies.

Unit – IV: Quality Service Marketing

10 Hours

Place in service: Location in service - Premises – Designing distribution system – Functions of Intermediaries – People in Services: Types of service personnel – quality circles – Managing service quality – e. services – online Consumer Behaviour – Self service technologies - Case studies.

Unit – V: Special Aspects of Services Marketing

9 Hours

Marketing of Banking Services – Marketing of Hospital Services – Marketing of Educational Services – Marketing of Tourism Services – Marketing of Professional Services - Case studies.

Text Book:-

1. Vasanti Venugopal and VN Raghu, “Services Marketing”, Himalaya Publishing House, Mumbai – edition 2001.
2. Jha.S.M, “Services Marketing”, Himalaya Publishing House, Mumbai – 4th edition 2000.

Reference Books:-

1. Valarie A. Zeithaml & Mary Jo Bitner, “Services Marketing: Integrating Customer Focus across the firm”, TMH, New Delhi
2. Rama Mohana Rao.K, “Services Marketing”, Perarson Education (Singapore) Pvt Limited, Indian Branch, Delhi – 2005.
3. Rampal.M.K. & Gupta.S.L, “Services Marketing: Concepts, Applications& Cases”
4. Galgotia Publishing Company, New Delhi.
5. Nimit Chowdhary and Monika Choudhary, "Text book of Marketing of Services", the Indian experience, MacMillan Publishing Co, New Delhi, 2005.
6. Kenneth E Clow, et. al "Services Marketing Operation Management and Strategy" Biztantra, New Delhi, 2004.
7. Halen Woodroffe, "Services Marketing", McMillan Publishing Co, New Delhi 2003.
8. Christian Gronroos, "Services Management and Marketing a 'CRM Approach", John Wiley and sons England 2001.
9. Christropher H.Lovelock, Jochen Wirtz, "Services Marketing", Pearson Education, New Delhi, 2004.
10. Bhattacharjee, "Services Management, An Indian Respective" Jaico Publishing House, Chennai, 2005.

ELECTIVES - MARKETING SPECIALIZATION

Semester – III

MARKETING RESEARCH

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Objectives: To impart the students to understand the concept of Research how the Research is important in Marketing, How the Research to be able to apply in various business contexts and through hands-on exercises with leading examples.

Outcome: After completing the course, the student can be able to understand the Marketing Research with various parameters in Industry.

Unit-I: Basics of Marketing Research 9 Hours

Nature and Scope of MR – Evolution and Roles – Qualities of Marketing Research Manager - Organization of Market Research Department - Market Research vs. Marketing Research – Marketing Research process – Research Design: Exploratory, Descriptive and Experimental Research design – Case studies.

Unit-II: Data Collection 9 Hours

Sources of primary and secondary data – Evaluating secondary data – Method of primary data collection: Survey, Observation method – Questionnaire design - Questionnaire Vs Interview schedule-

UNIT III: Sampling 9 Hours

Sampling techniques: Sampling procedure, sampling methods – Processing of collected data – Case studies.

Unit-IV: Research Reports 9 Hours

Research Proposal - Types of reports – Steps in writing research report - Techniques of writing research report – Precautions for preparing research report.

Unit-V: Applications & Ethics in Marketing Research 9 Hours

New product research - Sales control research – pricing research – Case studies. **Ethics in Marketing Research** - Treatment of respondents - buyers & researchers - international code of marketing research Practice.

Total Hours 45

Text Books:

1. Luck.D.J & Rubin.R.S., “Marketing Research”, Prentice Hall of India.
2. Churchill, Marketing Research: Methodological Foundations, Cengage Learning, 2007

Reference Books:

1. Sharma.D.D., “Marketing Research: Principles, Applications and Cases”, Sultan Chand & Sons, New Delhi.
2. Boyd, Westfall & Stasch, “Marketing Research”, A.I.T.B.S. Publications.
3. Kinnear.C.Thomas & Taylor R.James, “Marketing Research: an Applied Research”, McGraw Hill Publications.
4. Kothari.C.R., “Research Methodology: Method and Techniques”, Wishprakasam, New Delhi.
5. Saravanel .P & S.Sumathi, “Marketing Research and Consumer Behaviour”, Vikas Publications
6. Journal of Marketing Research, (JMR)
7. Indian Journal of Marketing

ELECTIVES - MARKETING SPECIALIZATION

Semester – III **CONSUMER BEHAVIOUR**

| L | T | P | C |
|----------|----------|----------|----------|
| 3 | 0 | 0 | 3 |

Objectives: To impart the students to understand the concept of behavioural science and to predict the behaviour of consumer in the different situation, which to be able to apply in various business contexts and through hands-on exercises with leading examples.

Outcome: After completing the course, the student can be able to understand the Consumer Behaviour with various parameters in the Market.

Unit – I CONSUMER BEHAVIOUR – AN INTRODUCTION **9 Hours**

What is C B Why to study CB., Application of Consumer behaviour principles to strategic marketing. Role of Marketing in Consumer behaviour, Market Segmentation and Consumer behaviour.

Unit – II CONSUMER AS AN INDIVIDUAL **9 Hours**

Consumer needs and motivation, Personality and Consumer Behaviour, Psychographics Consumer Perception, attitudes, attitude formation and change, Learning.

Unit – III CONSUMER IN A SOCIAL & CULTURAL SETTING **9 Hours**

Groupdynamics and consumer reference groups, Family, Social class and Consumer behaviour, The influence of Culture on Consumer behaviour. Sub – Cultural and Cross Cultural Consumer Analysis.

Unit – IV CONSUMER DECISION MAKING PROCESS: **9 Hours**

Personal influence and the opinion leadership. Diffusion of innovation process, Consumer Decision making process, Comprehensive models of consumer decision making. New Product purchase and repeat purchase.

Unit – V CONSUMER BEHAVIOUR APPLICATIONS **9 Hours**

Consumer Behaviour applicable to Profit and Non Profit Service Organizations, Societal Marketing Concept, Marketing Ethics, Consumer movement, Government Policy and Consumer Protection, Indian Consumer and Marketing Opportunities in India.

Total Hours 45

Text books :

1. Consumer Behaviour – Ramanuj Majumdar PHI learning PVT Ltd.,
2. Consumer Behaviour, CL Tyagi and Arun kumar, Atlantic publishers.
3. Consumer behaviour, India Edition, Jay D. Lindquist and M. Joseph Sirgy, Cengage learning.
4. Consumer behaviour, concepts, Applications and cases – MS Raju, Dominic Xardel, Vikas publishing House PVT Ltd.,
5. Consumer Behaviour, By David L. LOUDON Albert J. Della Bitta – India Edition Tata Mcgraw Hill. Co

Reference Books:

1. Consumer Behaviour, Blackwell and others, India Edition, Cengage learning.
2. Consumer Behaviour, Indian Edition – Michael R. Solomon, PHI learning PVT Ltd.,
3. Consumer behaviour, Special Indian Edition, Deli Hawkins Roger J Best and others Tata Mcgraw Hill.
4. Consumer Behaviour and Marketing Strategy By J. Paul Peter and Jerry

ELECTIVES - MARKETING SPECIALIZATION

Semester – III

ADVERTISING MANAGEMENT

| L | T | P | C |
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| 3 | 0 | 0 | 3 |

Objectives: To impart the students to understand the concept of Advertising and the impact of advertising which to be able to apply in various business contexts and through hands-on exercises with leading examples.

Outcome: After completing the course, the student can be able to understand the Advertising Management with various parameters in Industry.

UNIT I: CONCEPT OF ADVERTISING

09 Hours

Advertisement – Definition, objectives, types and functions - Nature & role of advertising - Advertising & marketing mix - advertising strategy and its process – advertising planning and organization - Evaluation of advertising – benefits - economic aspects - ethics in advertising – case studies

UNIT II: ADVERTISEMENT CAMPAIGN AND MEDIA

09 Hours

Advertisement campaign process- objectives – design strategy - Advertising layout - Layout design & preparation - Ad effectiveness research - – kinds of media – Media Selection – Media plan – Media cost and availability – Matching Media and market – Geographical selectivity – Media Strategy – Media Mix – Media scheduling – Measuring techniques – case studies.

UNIT III: ADVERTISING DESIGN & AGENCY

09 Hours

Advertising appeals – Advertising copy – Visualization & layout – writing Ad copy in print – Broadcasting commercials – copywriting for outdoor and transmit media - Advertising agency -

Advertising agency department – functions of Advertising agency – functions of Advertising manager – types of advertising agencies - Advertising budget – Administering the budget - appraisal of advertising – case studies.

UNIT IV: INTRODUCTION TO SALES PROMOTION

09 Hours

Definition – Objectives, importance, scope and roles and types of sale promotion - sales promotion techniques: trade oriented and consumer oriented - Requirement identification - Sponsoring events - sales promotion through merchandising - limitations of sales promotion – case studies.

UNIT V: SALES PROMOTION CAMPAIGN

09 Hours

Promotion campaign – organizing sales promotion campaign - involvement of salesmen and dealers – out sourcing sales promotion national and international promotion strategies – Integrated promotion – Coordination within the various promotion techniques – online sales promotions - Direct marketing – personal selling – case studies.

Total Hours 45

REFERENCE BOOKS:

1. Shimp, Advertising and Promotion: An IMC Approach, Cengage Learning, 2007
2. O’ Guinn, Advertising and Integrated Brand Promotion, Cengage Learning, 2006
3. Williams. F. Arens”, Contemporary Advertising, TMH, 2006.
4. “Batra, Myers and Aaker”, Advertising Management , 5th edition, PHI, 2007.
5. “Larry.D.Kelley and Donald.W.Jugenheimer”, Advertising Media Planning: A Brand Management Approach, PHI, 2007.
6. “William Wells, John Burnett and Sandra Moriarty”, Advertising: Principles and Practice, 6th edition, PHI, 2007
7. Mishra. M. N., Sales Promotion, HPH, Mumbai.
8. George Belch and Michael Belch, Advertising and Promotion.
9. Manendra Mohan, Advertising, TMH.

ELECTIVES - MARKETING SPECIALIZATION

Semester – IV

RURAL MARKETING

| L | T | P | C |
|----------|----------|----------|----------|
| 3 | 0 | 0 | 3 |

Objectives: This course is aimed at providing students with a comprehensive understanding of the theoretical and applied aspects of retail management

Outcome: After completing the course, the student can be able to understand the Advertising Management with various parameters in Industry.

UNIT-I: Rural Marketing Introduction 9

Introduction - Definition, scope of rural marketing, concepts, components of rural - markets, - classification of rural markets, rural vs. urban markets - Rural marketing environment:- Case Studies.

UNIT-II: Rural Marketing Execution 9

Researching Rural Market: Sanitizing rural market, Research design- Reference frame, Research - approach, Diffusion of innovation, Development studies - Rural Marketing Strategies- Segmentation- Heterogeneity in Rural, Prerequisites for Effective - Degrees of Segmentation - Basis of Segmentation and Approaches to Rural Segmentation- Segmentation Classifications - Positioning- Identifying the positioning Concept- Selecting the positioning - Branding in Rural India-

Unit - III: Rural Marketing Evolution & Future Trends 9

Accessing Rural Markets, Coverage Status in Rural Markets, - Evolution of Rural Distribution Systems- Wholesaling, Rural Retail System, Rural Mobile Traders: Public Distribution System, Co-operative Societies Behaviour of the Channel, Distribution of fake products, The future of Rural Marketing:

Consumer Finance, Rural Vertical, Retail and IT Models, Rural Managers, Glamorize Rural Marketing, Public-Private Partnership, e-Rural Marketing - Case studies in Indian context.

Unit -IV: e-Marketing Introduction

9

Introduction - e-Marketing Situation - e-Marketing Objectives - e-Marketing – Strategies - e-Driven Change - Marketing Change - Advertising Change - Model Change – e-Models - e-Customers - Access/Distribution - Added Value – Relationships e-Worries - Researching Customers - Re-Mix – e-Place & e-Promotion – e-Product , e- Price Pricing models - People & Physical Evidence – Process –e-Plan - Outline e-Plan – Integration – Control. Case Studies.

Unit-V : e-Marketing Execution

9

e-Marketing challenges and opportunities; e-business models; Customers in the 21st Century; Market Segmentation; Consumer Navigation behaviour. e-Marketing Plan; Environmental Scan; market opportunity analysis; design marketing mix; database marketing. e-Marketing information system; e-Marketing knowledge; e-marketing data collection [intelligence]; internet based research approaches; marketing databases and data ware houses; data analysis. Case Studies.

Total Hours 45

Reference Books:

1. Judy Straus, Raymond frost, e-marketing, Pearson Education, New Delhi.
2. Internet marketing - Rafi Mohammed; Robert J.Fisher, Bernard.J Jacowiski, Aileen
3. M.Cahill - Tata McGraw Hill, New Delhi.
4. Ravi Kalakota, Andrew B.Whinston - Electronic Commerce, Pearson Education.
5. Schneider & Perry, Electronic Commerce, Thomson learning.
6. Strauss & Frost, E-Marketing, Prentice Hall.
7. Albert Napier et.al., Creating and Willing E-Business, Vikas Publications.
8. Ishnamacharyalu & Lalitha, Rural Marketing, Pearson Education, 2002.
9. Amkishen, New Perspectives on Rural Marketing, Jaico Books, 2002.
10. Gopaldaswamy, Rural Marketing, Wheeler Publishing

ELECTIVES - MARKETING SPECIALIZATION

Semester – IV

SALES & DISTRIBUTION MANAGEMENT

| L | T | P | C |
|----------|----------|----------|----------|
| 3 | 0 | 0 | 3 |

Objectives: To impart the students to understand the concept of Sales & Distribution which to be able to apply in various business contexts and through hands-on exercises with leading examples.

Outcome: After completing the course, the student can be able to understand the Sales and Distribution Management with various parameters in Industry.

Unit – I: Basics of Sales Management **10**

Introduction – Objectives – Determination of functions – Interrelationship with functional departments - Organisational Structure of Sales Department -Responsibilities of Sales Managers – Sales Management vs. Marketing Management – Salesmanship – Concepts – Selling process – Focus on customer satisfaction and building seller customer relationship – Sales Force Management – Case studies

Unit – II: Sales Volume & Territory Management **9**

Sales Budgets – designing Sales Territories and Quotas – Assigning Territories – Reasons for selling and using quotas – Types of quotas and Quota Selling Procedures – Sales Promotion Techniques – Direct Marketing – Definition, Scope and importance, Challenges – Telemarketing – Catalogue Marketing – Network Marketing – Data base Marketing – Case Studies

Unit – III: Industrial Selling **8**

Industrial Selling – Concepts - Nature and Characteristics of goods – Industrial goods buying Process – Role of service in Industrial Selling – Sales Policies and Procedures – Terms and conditions of sales – Handling complaints – Case studies

Unit – IV: Distribution Management **9**

Physical distribution - Definition, Importance – participants in physical distribution process - Marketing Channels – Definition & Importance - Different forms of channels - Functions of Marketing Channels - Unconventional channels - Channels for Consumer goods, Industrial Goods & Services – Integrated Marketing Channels – Horizontal, Vertical, Multi channel marketing Systems - International Marketing Channels – Case studies

Unit – V: Channel Management & Supply Chain Management **9**

Channel Management - Channel Selection Process & criteria - Performance appraisal of Channel Members – Channel Conflicts & Techniques to resolve channel conflicts - Supply Chain Management – concept – significance – components – Case Studies.

Total Hours 45

Text Books:

1. Sales and Distribution Management – S. L. Gupta
2. Marketing – Bovee, Thill. Marketing Management – Philip Kotler

Reference Books

3. Richard R. Still, Edward W. Cundiff & Goveni, “Sales Management”, PHI Pub
4. Charles M. Futvell, “Sales Management, Team Work, Leadership & Technology”, Thomson learning, South Western, 6th ed. 2003.
5. Channel Management –Stern – El Ansary
6. P.K. Sahu, K.C. Raut, Salesmanship & Sales Management, Vikas Pub, 3rd rev.ed.
7. Earl D. Honeycutt, John B. ford, Antonis S. Simintiras, “Sales Management: A Global Perspective, Routledge Pub.
8. Distribution Management – S. Eliton
9. Channel Management & Retail Management – Meenal Dhotre
10. Sales And Distribution Management Text And Cases-Krishna K.Havaladar,

ELECTIVES - MARKETING SPECIALIZATION

Semester – IV

TOURISM MARKETING

| L | T | P | C |
|---|---|---|---|
| 3 | 0 | 0 | 3 |

Objectives: To impart the students to understand the concept of Tourism Marketing, the Culture and attitude of the customer from other county.

Outcome: After completing the course, the student can be able to understand Tourism Marketing with various parameters in Industry.

Unit – I Marketing: 9

Core concepts in marketing; Needs, Wants, Demands, Products markets. Marketing management philosophies-Production, Product, Selling, Marketing and societal perspectives. Economic importance of marketing.

Unit – II Analysis and selection of market: 9

Measuring and forecasting tourism demand; Forecasting methods, Managing capacity and demand. Market segmentation and positioning (STP)

Unit – III Marketing Strategies: 9

Developing marketing environment, Consumer buying behaviour, Competitive differentiation and competitive marketing strategies. New product development. product life cycle, Customer satisfaction and related strategies in internal and' external marketing; Interactive and relationship marketing.

Unit – IV Planning marketing programmes : 9

Product and product strategies; Product line, Product mix Branding and packaging. Pricing considerations. Approaches and strategies. Distribution channels and strategies.

Unit – V Tourism Marketing : 9

Service characteristics of tourism. Unique features of tourist demand and tourism product, Tourism marketing mix. Marketing of Tourism. Services : Marketing of Airlines,

Hotel, Resort, Travel Agencies and other tourism related services-Challenges and strategies.

Total Hours 45

TEXT BOOKS:

- Kotler, Philip : Marketing Management & Hospitality and Tourism Marketing
- Sinha, P.C : Tourism marketing

REFERENCE BOOKS:

- Vearne, Morrison Alison: Hospitality marketing
- Kotler, Philip and Armstrong Philip, Principle of Marketing, 1999, Prentice-Hall India, 1999
- Assael H., Consumer Behavior and Marketing Action (2nd edn. 1985) kent, Boston.
- Crough, Marketing Research for Managers.
- Singh Raghubir, Marketing and Consumer Behaviour.
- Patel, S.G., Modern Market Research, Himalaya Publishing.

IV SEMESTER - MARKETING SPECIALISATION

ELECTIVE: GREEN MARKETING

Objective: To impart knowledge on how marketing activities be correlated with eco-friendly environment.

Outcome: End of this course, the learner may got awareness about to maintain eco-friendly environment through marketing activities.

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UNIT – I: INTRODUCTION TO GREEN MARKETING 7

Definition – Importance – Needs – Green Marketing Planning – Incorporating green perspective into the Mission statement – Integrating green mission into objectives, strategy, and marketing tactics – delivering value to stakeholders – Green Marketing actions – case studies.

UNIT – II: CONSUMPTION AND ENVIRONMENT 9

Interaction between environment & Consumption - Human activity and climate change - Human activity and the atmosphere - Human activity and water - Human activity and biodiversity- Environmental effects on consumption – case studies.

UNIT – III: PROVIDING VALUES VIA SUSTAINABLE MARKETING STRATEGIES 9

Discovering value via market analysis – communicating value via integrated marketing programs – producing value via innovation – case studies.

UNIT- IV: 10

Delivering value through sustainable supply cycle strategies – delivering value in retailing – proclaiming value through sustainable pricing strategies – case studies.

UNIT – V: ENERGY CONSUMPTION & SUSTAINABILITY REPORTING 10

Role of household consumption – energy consumption in service sectors – role of industrial consumption – sustainability reporting: economic, environmental and social values – case studies.

Total hours: 45

Text Books:

1. Robert Dahlstrom, Green Marketing: Theory, Practice and Strategies, Cengage Learning.

ELECTIVES - HUMAN RESOURCE MANAGEMENT

Semester – III

STRATEGIC HUMAN RESOURCE MANAGEMENT

| L | T | P | C |
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Objectives: To impart the students to understand the concept of Human Resource Management, and how the strategies used for effective output of the HR in the Organization.

Outcome: After completing the course, the student can be able to understand Strategic Human Resource Management with various parameters in Industry

UNIT - I: Foundations of Strategic HRM 9

Conceptual Framework of HRM- Strategic HRM: aim, approaches, limitations, types of HR Strategies, Criteria for an effective strategy - Strategic roles of HR Competencies - Aligning HR Strategies with Business Strategies - Strategic Planning process and Human Resource Role and Contribution – Case studies

UNIT- II: Practice of Strategic HRM 8

Formulating and implementing – Fund medal processes – Characteristics – Developing HR Strategies – setting out the strategies - conducting strategic reviews – Implementing impacts – concepts in practice – Roles : Top Management, Front Line Management, HR director, HR Specialists - HR Audit: A diagnostic tool for aligning with strategy - Proactive role of strategic HRM - Case studies.

UNIT – III: HR Strategies 8

Strategies for improving organizational effectiveness, development, transformation, - cultural management, knowledge management, commitment, developing a climate of trust, quality management and customer services – Learning strategies, learning organizational strategies, Individual learning strategies. Case Studies.

UNIT – IV: Resourcing and Reward Strategy 10

Resourcing: concepts, definitions, objectives, approaches, bundling, activities, components, and resource plan – over view of retention strategy - Retaining best people, knowledge workers. – Flexible strategies – talent management strategies - Employee Resorting strategy: Recruiting strategy: Strategies for hiring talent - selection norms - talent crisis - Recruiters strategic approaches. – Reward strategies: Concepts, definitions, characteristics, objectives, structure, content, guiding principles, development process, and effective relationship with line management capability. Case Studies.

UNIT – V: Organizational Strategies and Employee relationship Strategy

10

Strategic approach in designing organization - Emerging challenges due to new workplace changes - Ethical concerns in HR management - Managing ethical behavior - Corporate Ethics, Values and SHRM - Competencies of HR professional in a SHRM scenario. Employee Relationship Strategy: Definition – Concerns of employee relationship strategy – Strategic direction – backgrounds to employees – HRM approach to employee relations – Policy options – formulating employee relationship strategies – Partnership Agreements – Employees Voice Strategies. Case Studies.

Total Hours 45

Text Book:

1. Michael Armstrong, Strategic Human Resource Management: A Guide to Action, Kogan Page, London – 2006.
2. Bhatia S.K., Strategic Human Resource Management: Winning through People: Concepts, Practices and Emerging Trends, Deep and Deep Pub, 2007.

Reference Books

1. Jeffrey A. Mello, “Strategic Human Resource Management”, Thompson, Singapore, Southern Western 2003.
2. Robert L. Mathis and John H. Jackson, “Human Resource Management”, Thompson, Singapore, Southern Western 2003.
3. Rosemary Harrison, “Employee Development”, University Press, New Delhi, 2003.
4. Strategic Management - Gregory Dess and Alex Miller
5. Strategic HRM – Jeffery Mello, Thompson publication, New Delhi
6. Strategic HRM- Charles Greer, Pearson education Asia , New Delhi
7. Strategic HRM-Michael Armstrong, Kogan page , London
8. Strategic HRM- Agrwal, Oxford University press , New Delhi
9. Human Resource Management- Garry desseler, PHI, New Delhi

ELECTIVES - HUMAN RESOURCE MANAGEMENT

Semester – III

INDUSTRIAL RELATIONS & LABOUR WELFARE

| L | T | P | C |
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| 3 | 0 | | 3 |

Objectives: To impart the students to understand the concept Industrial Relations & Labour Welfare, and providing knowledge of the smooth bridge between the employee and in the Organization.

Outcome: After completing the course, the student can be able to understand Industrial Relations & Labour Welfare with various parameters in Industry

UNIT I: Basics of Industrial Relations: 9

Concept Importance, Scope, Impact Factors – Approaches – Dimensions – Prerequisite – Successful Relations – Evolution of Industrial System –Conflicts – Essentials of Disputes – Classifications – Impact of Disputes – Need of Industrial Peace - Case Studies.

UNIT II: Trade Unions & Collective Bargaining 10

Need – Objectives – Functions – Structures – Obstacles - Features - Management of Trade Unions in India. Labour Movement – Reason for Movement – Trade Unions India. Collective Bargaining - Concepts - Nature - The Legal framework - Negotiating Techniques & Skills- Workers Participation in Management-. Content and Coverage of Collective Bargaining Agreement – National Commission on Labour - Status in India - Case Studies.

Unit – III: Grievances, Discipline & Safety 9

Concepts – causes – procedure for settlement – procedure in India - Employee discipline – types – essentials of good disciplinary system – Procedure for taking disciplinary action - Hot stove Rule – kinds of punishment - Indian law on punishment - causes if indiscipline. Causes of Accidents – Prevention – Safety Provisions – Industrial Health and Hygiene – Importance – Problems – Occupational Hazards – Diseases – Psychological problems – Counseling – Statutory Provisions – Case Studies.

Unit – IV: Labour Welfare 9

Meaning – principles – features – Need – scope – approaches - types of labour welfare services – labour welfare in India – worker education in India – machineries connected with labour welfare work –

appraisal of welfare services- National Commission on Labour Recommendations – social security – International Labour Organization – case studies.

Unit –V: Workers Participation Management

8

Concept – evolution – objectives – forms of participation – levels of participation – influencing factors – participative schemes in industrially advanced countries – the Indian scene - Forms of workers participation in India – case studies.

Total Hours 45

Text Books:

1. C.S.Venkata Ratnam”, Industrial Relations, Oxford University Press, 2006.
2. Mamorio,Mamoria,Gankar”,Dynamics of Industrial Relation, Himalaya Publishing House, 2008.

References

3. Ratna Sen”,Industrial Relations in India, Macmillan, 2007.
4. Monal Arora”, Industrial Relations, Excel Books, 2007.
5. B.D.Singh,”Industrial Relations, Excel Books, 2005.
6. T.N.Chhabra and R.K.Suri”, Industrial Relations, Dhanpat Rai & co, 20005.
7. S.C.Srivastava”, Industrial Relations & Labour Laws, Vikas Publishing Pvt. Ltd., 2007
8. R.S.Davar”, Personnal Management, Vikas,2007.
9. Prof.M.V.Pylee”, Industrial Relations & Personnal Management, Vikas, 2007.
10. B.D.Singh”, Labour Laws for Managers, Excel Books, 2007.

ELECTIVES - HUMAN RESOURCE MANAGEMENT

Semester – III

TRAINING & DEVELOPMENT

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| L | T | P | C |
| 3 | 0 | | 3 |

Objectives: To impart the students to understand the concept of Training Development, the Practical applications available in the area of Training and development.

Outcome: After completing the course, the student can be able to understand Training and Development with various parameters in Industry

UNIT I: BASICS OF TRAINING

8

Job analysis – definition, Tasks performed in a job – job conditions – skills and capabilities required, advantages – job description – specimen of a job description statement. Job evaluation – objectives, Methods of job evaluation: Ranking, Classification, Point and Factor comparison method – advantages. Manpower planning – Definition, characteristics, process, and advantages - Recruitment – sources, factors determining recruitment - Selection – Definition, steps - Placement – orientation: reasons, tips and pointers, what the recruits do not need. Induction: concept, objectives, benefits, contents of induction programme, phases, effective induction programme – Socialization: concept, phases of socialization process - case studies.

UNIT II: LEARNING

8

Principles – Learning Process: Mental and physical processes, Learning cycle, Age influences on learning, Implications of the learning process for instruction – Instructional emphasis for learning outcomes – different personality type learns: Introversion vs. extraversion, sensors vs. intuitives, Logic-led learners vs. values-driven learners, structured vs. fluid learners - how to train older workers - increasing learning motivation - Case studies.

UNIT III: TRAINING DESIGN

10

Objectives - concepts – Need – importance – steps in training programme - Training vs. Development - Benefits - Current and Future Trends in Training - Prime Considerations while designing a Training Programme - Factors affecting Training Design - Budgeting for Training - Identification of Evaluation objectives & Needs - Establishing and identifying Training Objectives – considerations in designing effective training programmes: Selecting and preparing the training site, selecting trainers, How trainers can make the training site and instruction conducive to learning , programme design -case studies.

UNIT IV: METHODS OF TRAINING & EVALUATION

10

Presentation method - the lecture, audiovisual techniques - On the job training – Experience, Coaching and counseling, Understudy, job rotation, special projects and task forces, committees assignment,

Vestibule training, Multiple Management - off the job training – selected readings, conferences and seminars, case studies, programmed instruction, brain storming, in basket Exercise, role plays, simulations, business games, T-groups, behaviour modeling, group building methods, – choosing a training method – **Evaluation of Training:** Need for evaluation – Evaluation process – Principles of evaluation – criteria for evaluation - Approaches of Evaluation – Evaluation Instruments – Training Audit - Suggestions for Making Training Effective case studies.

UNIT V: CAREER MANAGEMENT & EXECUTIVE DEVELOPMENT 9

Career Management: Importance of career management – career management influence on career motivation – protean career – Traditional career vs. protean career - Career Anchors - Career Development Cycle - career need assessment – career opportunities – Need-opportunity alignment – Plateaued employees - career Management systems: self assessment, Reality check, goal setting, action planning – roles in career management: employee’s, manager’s, company’s and HR manager’s – Evaluating career management systems – **Executive Development:** concepts – objectives – importance – process – reasons for the failure – suggestion for making effective programme - e-Learning & employee development - case studies.

Total Hours 45

Text Books:

1. Biswajeet Patanayak, “Human Resource Management”, - PHI, New Delhi – 2004, 2nd edition.
2. Kanka.S. Human Resource Management: Text & Cases”, S. Chand, New Delhi.

REFERENCES :

3. Raymond A Noe, “Employee Training & Development”, Tata McGraw Hill, 4th ed, 2008.
4. B.Taylor & G.Lippitt: MANAGEMENT DEVELOPMENT AND TRAINING HANDBOOK.
5. William E.Blank, HANDBOOK FOR DEVELOPING COMPETENCY BASED TRAINING PROGRAMMES, Prentice-Hall, New Jersey,1982.

ELECTIVES - HUMAN RESOURCE MANAGEMENT

Semester – IV

LABOUR LEGISLATIONS

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| L | T | P | C |
| 3 | 0 | | 3 |

Objectives: To impart the students to understand the concept of Labour Legislation. The legal issues and the solution for the particular problem, and precautions to avoid the issues.

Outcome: After completing the course, the student can be able to understand Labour Legislation with various parameters in Industry

UNIT I: Industrial Disputes Act, 1947:- 9

Definitions of Industry, Workman and Industrial Dispute - Authorities under the Act – Procedure, Powers and Duties of Authorities – Strikes and Lock outs – Lay off and Retrenchment - Special Provisions relating to Layoff, Retrenchment and Closure

UNIT II: 9

Factories Act, 1948:- Meaning, objectives and applicability- Health, Safety and Welfare measures- Working hours, Holidays and annual leave- Special provisions regarding Employment of Women, Young persons and Dangerous operations. Employee state Insurance Act, 1948.

UNIT III: 9

Workmen’s Compensation Act, 1923 and its objectives- Disablement under the Act- Accidents out of employment and course of employment- quantum of compensation.

UNIT IV: 9

Payment of Gratuity Act, 1972- Scope , applicability, minimum gratuity, nomination, rights of Employer and duties of Employee. Payment of Bonus Act, 1965; Miniimum Wages Act, 1948; Payment of Wages Act, 1936

UNIT-V 9

Trade Union Act, 1926- Functions, Registration, Applicability - International Labour Organization - Modern trend and Industrial Legislation

Total Hours 45

TEXT BOOKS:

1. Industrial Relations and Labour Legislation M. R. Sreenivasan, Margam Publications

REFERENCE BOOKS:

1. Industrial Law, N.D. Kapoor, Sultan Chand & Sons, NewDelhi.
2. Industrial Law, P.L. Malik, Eastern Book Company Lucknow.
3. Labour Laws for Managers, B D Singh.
4. Industrial & Labour Laws, S P Jain, Relevant Bare Acts.

ELECTIVES - HUMAND RESOURCE MANAGEMENT

Semester – IV

EFFECTIVE LEADERSHIP AND MOTIVATION

| L | T | P | C |
|---|---|---|---|
| 3 | 0 | | 3 |

Objectives: To impart the students to understand the concept of Effective Leadership, Team spirit and motivation

Outcome: After completing the course, the student can be able to understand Effective Leadership and Motivation with various parameters in Industry

Unit – I : Basics of Leadership

9

Leadership - Characteristics of Leadership - Importance of Leadership - Role of Leader - Qualities of Leader - Leadership and Management – Leadership theories - Blake and Mouton’s Managerial Grid, Trait Theory, LMX Theory, Transformational Leadership, Transactional Leadership, Hersey Blanchard Model, Fiedler’s Contingency Model

Unit – II: TEAM LEADERSHIP & SELF-MANAGED TEAMS

9

The use of Teams in Organizations: Groups vs. Teams, Advantages and Disadvantages, Characteristics of Effective Teams. - Types of Teams – Decision Making in Teams – Leadership Skills for Effective Team Meetings - Case studies.

Unit – III: ORGANISATIONAL LEADERSHIP

9

Charismatic and Transformational Leadership – Personal Meaning, Charismatic Leadership, Transformational Leadership, Stewardship and Servant Leadership. - Leadership of Culture and Diversity: Value-Based Leadership – Strategic Leadership – Crisis Leadership. – Leading Change – Case studies.

Unit – IV: Basics of Motivation

9

Definition – Motivation, Personal Motivation, Theories of Motivation - Herzberg’s Motivational Theory Vroom’s Expectancy Theory, McClelland’s Need Based Model
Maslow’s Hierarchy of Needs

Unit – V : Motivation

9

Motivation through Performance Management, Benefits of Performance Management, Motivation Through Delegation, Understanding Unmotivated Employees, Common Reasons for Poor Motivation, Attitude Problems

Total Hours 45

Text Books

1. Lussier & Achua, “Effective Leadership”, 3rd ed, Thomson Pub.
2. David M. Messick, Roderick M. Kramer; The Psychology of Leadership: New Perspectives and Research, Lawrence Erlbaum Associates, 2005.

Reference Books

1. Effective Leadership: Strategies for Maximizing Executive Productivity and Health by Len Sperry, brunner and Rouledge, 2002.
2. The Human Factor in Leadership Effectiveness by Senyo Adjibolosoo, Tate Publishing, 2005.
3. Effective Leadership, V.V. Ramani, ICFAI University Press.

ELECTIVES - HUMAN RESOURCE MANAGEMENT

Semester – IV

PERFORMANCE MANAGEMENT

| L | T | P | C |
|----------|----------|----------|----------|
| 3 | 0 | | 3 |

Unit – I: Introduction

8

Performance Management: Introduction To Performance Management – Objectives, Benefits, Issues & Concerns Models: Models For Integrated Performance – High Performance – Performance Excellence – Star Performance – Principles & Effect – Performance Evaluation Techniques.

Unit – II: Performance Appraisal System **8**

Appraisal – Objectives of Performance Appraisal – Developing a Performance Appraisal System – Distinction between Performance & Potential Appraisal Systems – New Trends in Performance Appraisal System – 360 Appraisals – Uses – Feed Back

Unit – III: HR in Knowledge Management **10**

Identifying Current Knowledge Management Deficit – Knowledge Management Process – Critical Importance of Knowledge Management in Organizations – Knowledge Work Vs Traditional Work – Ten Principles of Knowledge Management – 12 Step Model for Implementation of Knowledge Management Tools.

Unit – IV: Virtual Organization & Emerging HR Trend **9**

Virtual Organization – Characteristics Of Virtual Organization – Factors – Types – Emerging HR Issues In Virtual Organization

Unit – V: HR Practices for Innovative Management **10**

Ten Myths & Truths of Corporate Creativity – HR Practices For Innovation Management – Mozar Effect – Neuro Linguistic Programme (NLP) – Mind Mapping – Brain Storming – Managerial Powerlessness – Delphi Technique Pareto Principles.

Total Hours 45

Text Books:

1. HRM, Biswajeet Pattanayak, 2005, 3rd edition, Eastern Economy, Edition, Prentice Hall of India, Pvt limited
2. HRM in Practice: with 360 degree Models, Techniques and Tools, Srinivas R. Kandula, Eastern EconomyEdition,entice Hall of India, Pvt limited

Reference Books:

3. Performance Management Key Strategies And Practical Guidelines, ,Michael Armstrong, 3rd Edition, Kogan Page Limited
4. Performance Management : Finding The Missing Pieces (To Close The Intelligence Gap), Gary Cokins, 2004, John Wiley & Sons, Inc.
5. Performance Management ,Julnes & Holzer , PHI
6. Performance Management ,S.K.Bhatia,Deep & Deep

ELECTIVES - HUMAN RESOURCE MANAGEMENT
Semester – IV
CHANGE MANAGEMENT

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Objectives: To impart the students to understand the concept of Labour Legislation. The legal issues and the solution for the particular problem, and precautions to avoid the issues.

Outcome: After completing the course, the student can be able to understand Labour Legislation with various parameters in Industry

UNIT—I: ORGANISATIONAL CHANGE 9

Introduction -Importance– Imperative – Forces: Internal & External - Determining Factors – Planned & Unplanned Internal changes – Types of Changes – Steps in change – Dramatic or radical change in one fell swoop – Barriers to organizational change – case studies

Unit – II: Models of Changes & Implementation 10

Characteristics of Effective change programmes – systems model of change – Lewin’s Force Field Analysis model – Continuous charge Process model – changes and Transition management – Organizational Growth – Overcoming Resistance to change – Minimizing Resistance to change – Charge and the person – change and the manager – organization culture and dealing with change - Making sense of organizational change – De’ja’ Vu – Change – Problems, formation, resolution – consideration of change – case studies

Unit – III: Approaches to change and OD 9

Effective change Management – Ten key factors in effective change management – systematic Approach – keys to mastering change – classis skills far leaders – Designing change – Organization Development (OD) – Definition, Characteristics, Evolution, Model – Action Research – Process, Feature – case studies.

Unit IV: DIAGNOSTIC STRATEGIES AND SKILLS 8

Diagnosis – Process – diagnostic models - Diagnostic skills – Methods of obtaining Diagnostic Information – Change Agent – Golden rules of the change Agent – Client – Consultant Relationship – Ethics in OD – power and Control Issues in organizations – case studies.

Unit – V OD INTERVENTION 9

OD Intervention – Definition, selection, Classification– OD Interpersonal Intervention - OD Team Development Interventions – OD Inter group Development Interventions – Executive Development – Key factors for success – Executive Development: Global companies, Small business applications – case studies

Total Hours 45

Text Book:

1. Kavita single, organization changes and Development, Excel Books, 1st Edition, New Delhi, 2005.
2. Kotter, John P, Leading Change, Harvard Business School Press, 1996.

Reference Books

1. Adam, J., Hages J., Hopsen, B, Transitions understanding and Managing Personnel change, Oxford: Martin Robertson, 1976.
2. Burner.B., Managing change : A strategic Approach to organizational Dynamics, 2nd ed, Pitman, London, 1996.
3. Pettigrew A.M., Whipp. R. Managing change for corporate success, Basil, Blackwell, London, 1993.
4. Richardson. P., Denton, K., Communicating change, Human resource management, summer, 1996.
5. Kanter. R.M., stein, B.A., Jick, T.D, The challenge of organizational change, Free press, New york, 1992.
6. Ramnarayan S., Grover.P. "Dynamics of planned change: A check List for OD Practitioners" in organization Development, Intervention & strategies (eds) by S.Ramanaryan, T.V. Rao Y Kuldeep sing, Respone Book, NewDelhi-1998.
7. Beer.M., Orgnaisation change and Development : A System view, Santh Monica, Calif: Good year, 1980.

ELECTIVES - HUMAND RESOURCE MANAGEMENT

Semester – III

CRISIS MANAGEMENT

| L | T | P | C |
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Objectives: To impart the students to understand the concept of Crisis Management.

Outcome: After completing the course, the student can be able to understand Labour Legislation with various parameters in Industry

UNIT-I - Disasters Issues and Crisis Management: 9

Definitions and Overview of risks and dangers, Impact of globalization on crisis and mass disasters.

UNIT-II - Identifying Potential Crisis Situations: 9

Discuss selected case studies to analyze the potential impact of disasters, Prepare a foundation of a sound crisis management plan.

UNIT-III - Crisis Management Preparedness: 9

Preparing the plan, Training and Testing, Crisis communication, Stress management, Crisis operation guidelines.

UNIT-IV 9

The Disaster Recovery Planning: Emergency management teams, National and International disaster recovery policies,

UNIT –V 9

Managing the economy and essential services in emergencies, Managing the media and popular conscience.

Total Hours 45

TEXT BOOKS:

1. Mutchopadhyaya, A.K. , 2005, Crisis and disaster management tubulance and aftermath”, Newage International Publications, New Delhi.

ELECTIVES – FINANCE

Semester – III

CORPORATE FINANCE

| L | T | P | C |
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Objectives: To impart the students to understand the concept of Industrial Finance, short term finance, Long-term finance, and Financial Decision.

Outcome: After completing the course, the student can be able to understand Corporate finance with

various parameters in Industry

UNIT I: INDUSTRIAL FINANCE **10**

Corporate/Business Finance - Financial Management – Functions of Financial Manager - Acquisition of funds – Sources - Indian Capital Market – Long term finance - Equity – Debenture – Guidelines from SEBI - Advantages and disadvantages and cost of various sources of Finance – Finance from International sources – Financing of exports – Role of EXIM Bank.

UNIT II: SHORT TERM FINANCE **9**

Working capital – Estimating working capital requirements - Working capital finance from commercial banks and financial institutions - Sources – Trade credit – Factoring – Bills of Exchange – Public Deposits – Commercial Paper – Inter corporate investments.

UNIT III: ADVANCED FINANCIAL MANAGEMENT **9**

Appraisal of Risky Investments – General techniques - Risk adjusted discount rate - Certainty equivalent coefficient – Quantitative Techniques - Cash flows and risk analysis in the context of DCF methods - Sensitivity analysis - Probability assignment - Decision tree approach in investment decisions.

UNIT IV: FINANCING DECISIONS **9**

Inflation and financial decisions – Funds requirement decision – Financing decision – Investment decision – Dividend decision – Inter dependence of Investment, Financing and Dividend decisions.

UNIT V: CORPORATE GOVERNANCE **8**

Corporate governance – SEBI Guidelines – Corporate Ethics – Corporate Social Responsibility – Ethics for stakeholders – Ethics for managers.

Total Hours 45

Text Books:

1. I.M.Pandey, 'Financial Management', Vikas Publishing House Pvt., Ltd., 8th ed, 2004.
2. Machiraju, 'Indian Financial System', Vikas Publishing House P.Ltd, 2nd ed, 2002.
3. Richard A. Brealey, Stewart C. Myers and Mohanthy, Principles of Corporate Finance, TMH, 8th ed, 2008.

References:

1. Thomas E.Copeland and J.Fred Weston – 'Financial Theory & Corporate Policy', Addison – Wesley Publishing Company.
2. Brigham and Ehrhardt, Corporate Finance – A focused approach, Cengage Learning, 1st Edition, 2008.
3. M.Y. Khan, Indian Financial System, Tata McGraw Hill, 5th Edition, 2008.
4. Dr. S.N. Maheshwari, Financial Management – Principles and Practice, Sultan Chand & Sons.
5. Krishnamurthy and Viswanathan, Advanced Corporate Finance, PHI Learning, 2008.

ELECTIVES – FINANCE
Semester – III
BANKING AND FINANCIAL SERVICES

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Objectives: To impart the students to understand the concept Indian financial system, commercial banks & factoring, Mutual funds & Venture capital.

Outcome: After completing the course, the student can be able to understand Banking and Financial Services with various parameters in Industry

Unit I: Indian Financial system **10**

An overview– Origin and growth of Banking – Types of Banks – Non-Banking Financial Companies: Meaning – Features - Role of NBFC in India. Nature and Functions of Merchant Banking - Regulation of Merchant Banking - Present State of Merchant Banking in India.

Unit II: Commercial Banks & Factoring **9**

Commercial Banks – Structure of Indian Commercial Banking system - Recent trends in Commercial Banking – Reserve Bank of India – Functions – Credit Control Techniques – Role of Central Banks in Developing countries - Issues of Factoring Services - International Factoring.

Unit III: Financial Institutions **8**

Financial Institutions – Role of Financial Institutions – Development Banking Institutions – IDBI, IFCI, ICICI, IRBI – NABARD, SIDBI – EXIM Bank – Objectives and Functions.

Unit IV: Mutual Funds & Venture Capital **9**

Types of Mutual Funds - Mutual Funds in India- Developing, Launching and Marketing of Schemes - Computation and Relevance of NAV - Offshore Mutual Funds and Money Market Mutual Funds - Regulation of Mutual Funds - Techniques of Investment Analysis. Venture capital - Angel financing - Ethical Considerations in Financial Services

Unit V: Leasing and Hire Purchasing **9**

Leasing – Hire purchasing – Consumer credit – Credit cards – Real Estate Financing – Bills discounting – Factoring and Forfaiting – Credit Rating system – Growth factors - CRISIL Ratings for short term instruments - Credit rating process.

Total Hours 45

References:

1. E.Gordon & K.Natarajan, Financial Market And Institutions, HPH, 2004
2. “L.M.bhole”, Financial Institutions and Markets, 4th edition, TMH, 2008.
3. “Dr.S.Gurusamy”, Financial Services, Vijay Nicole, 2005.
4. “Dr.S.Gurusamy”, Financial Services and System, Thomson, 2004.
5. “Meera Sharma”, Management of Financial Institutions, PHI, 2008.
6. “Avadhani .A”, Marketing of Financial services and Markets, Himalaya Publishing House.
7. “Herbel.J.Johnson”, Financial Institutions & Markets, TMH.
8. M.Y.Khan, Financial Services, Tata McGraw-Hill, 11th Edition, 2008
9. Nalini Prava Tripathy, Financial Services, PHI Learning, 2008.
10. Machiraju, Indian Financial System, Vikas Publishing House, 2nd Edition, 2002.

11. J.C.Verma, A Manual of Merchant Banking, Bharath Publishing House, New Delhi.
12. Website of SEBI

ELECTIVES – FINANCE
Semester – III

TAX MANAGEMENT

| L | T | P | C |
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Objective: To impart knowledge about the concept, income from salaries, Income from HP, Income from Business or profession, and Set of carry forward losses.

Outcome: After completing the course, the student can be able to understand the calculation of Tax and the tax deductions

UNIT I BASIC CONCEPTS **9**

Income Tax Act 1961 & relevance of Finance Act – Definition of important terms – Income, Person, Assessee, Assessment Year and Previous Year – Broad features of Income. Tax Planning, Tax Evasion, Tax Management.

INCOME FROM SALARIES

Different forms of salary – Provident Funds – Allowances – Perquisites – Other items included in Salary – Qualifying amount for deduction u/s 80(c). (Simple problems).

UNIT II: INCOME FROM HOUSE PROPERTY **9**

Computation of Income from House Property – Let-out house – Self occupied house – Deduction allowed from house property – Unrealized rent – Loss under the head house property. (Simple problems).

UNIT III: PROFITS AND GAINS OF BUSINESS AND PROFESSION **9**

Introduction – Computation of profits and gains of business and profession – Admissible deductions – Specific Disallowances – Depreciation – Loss under the head business and profession. (Simple problems).

CAPITAL GAINS

Capital Assets – Meaning and Kinds – Procedure for computing Capital Gains – Cost of Acquisition – Exemption of Capital Gains – Loss under head Capital Gains. (Simple problems).

UNIT IV: INCOME FROM OTHER SOURCES **8**

Income chargeable to tax under the head Income from Other Sources – Dividends – Interest on Securities – Casual Income – Other Incomes – Deduction from Income from Other Sources – Loss under the head Other Sources. (Simple problems).

UNIT V - SET-OFF AND CARRY FORWARD OF LOSSES: **10**

Provisions relating to Set-off & Carry forward and Set-off of Losses. (Simple problems).

DEDUCTIONS FROM GROSS TOTAL INCOME:

Deductions in respect of certain payments – Deduction in respect of income (Deductions applicable to Individuals only) (simple problems with basic deductions)

ASSESSMENT OF INDIVIDUALS

Assessment of Individuals – Tax rates – Computation of Tax liability of Individuals. (simple problems)

Total Hours 45

TEXT BOOKS:

1. V.P.Gaur & D.B.Narang - Income Tax law and practice.

REFERENCE BOOKS:

1. T.S. Reddy & Dr. Y. Hari Prasad Reddy - Income Tax theory, law and practice.
2. Dr. Vinod K Singhania & Dr. Kapil Singhania - Income Tax.

ELECTIVES – FINANCE
Semester – IV
INTERNATIONAL FINANCE

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Objective: To impart knowledge about the concept of Dimensions, monetary system, BOP, FEM and FERM.

Outcome: After completing the course, the student can be able to understand the calculation of Tax and the tax deductions

UNIT – I: International Dimensions of Financial Management 8

Role of financial managers in the International context, Emergence of the MNC, Domestic Financial Management & International Financial Management, Components of International Financial System

UNIT-II: International Monetary System 8

Exchange rate regimes, International Monetary Fund (IMF), European Monetary System (EMS), Economic & Monetary Union (EMU)

UNIT-III: Balance of Payments (BOP) 8

Meaning, Principles of BOP Accounting, BOP Components, ‘Deficit’ & ‘Surplus’ in BOP, Importance of BOP Statistics, Disequilibrium of BOP

UNIT-IV: The Foreign Exchange Market (FEM) 10

Organization & Participants of Foreign Exchange Market, Determination of foreign exchange rate – Graphical representation, Methods of foreign exchange control

Spot Market: Spot Quotations, Transaction Costs, Cross Rates, Currency Arbitrage, Mechanics of Spot transactions

Forward Market: Forward Market Participants, Forward Quotations, Forward Contract Maturities

Currency Futures & Currency Options: Concepts only

UNIT-V: Foreign Exchange Risk Management (FERM) 11

Two dimensions of Foreign Exchange Risk Exposure namely Accounting Exposure & Economic Exposure – meaning,

Managing Transactions Exposure through Money Market Hedge, Forward Market Hedge, Risk Shifting, Pricing Decisions, Exposure Netting, Currency Risk Sharing, Foreign Currency Options

Managing Translation Exposure through Funds Adjustment, Forward contracts & Exposure netting

Managing Economic Exposure: Marketing Management of Exchange Risk, Production Management of Exchange Risk & Financial Management of Exchange Risk

Total Hours 45

Text Books:

1. International Financial Management, Apte, PG: Tata McGraw Hill.
2. International Financial Mgmt. Madhu Vij, EXCEL Books

Reference Books:

1. International Financial Management:Text and Cases - Bhalla, V.K, Anmol Publications.
2. Multinational Finance, Buckley, A: Prentice Hall of India.
3. International Finance – Levi, M.D McGraw Hill.
4. International Financial Management, Sharan, V Prentice Hall of India.

ELECTIVES – FINANCE

Semester – IV

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

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Objective: To impart knowledge about the concept of Investments, capital Market, security valuation, Fundamental and Technical analysis.

Outcome: After completing the course, the student can be able to understand the Security Analysis and Portfolio Management

UNIT I – INTRODUCTION **10**

Investment: Meaning – Investment Objectives and Constraints - Investment Process – Investment avenues in India – Investment Vs. Speculation – Risk and Return – Factors influencing risk – Types of risk – Measuring Risk and Return – Case Studies.

UNIT II – CAPITAL MARKET **9**

Capital Market: Overview of Capital Market – New Issue Market – Debt Market – Securities Contract Regulations Act - Securities and Exchange Board of India (SEBI) - Investor Protection – NSE – BSE – OTCEI – NSDL – CSDL - Case Studies.

UNIT III – SECURITY VALUATION **8**

Security Valuation: Meaning – Bond, Equity and Preference Share Valuation – Yield to Maturity – Capital Market Theory – Markowitz Model - CAPM – Arbitrage Pricing Theory – Case Studies.

UNIT IV – FUNDAMENTAL AND TECHNICAL ANALYSIS **9**

Fundamental Analysis: Meaning – Purpose – Economic analysis – Industry analysis – Company analysis.

Technical Analysis: Meaning – Tools for Technical Analysis – Charts – Moving Averages – Theories of Technical Analysis - Dow Theory – Random Walk Theory - Efficient Market Theory – Fundamental Vs. Technical Analysis – Case Studies.

UNIT V – PORTFOLIO ANALYSIS **9**

Portfolio Analysis: Effects of combining securities – Portfolio Theory – Portfolio Selection – Portfolio Construction – Performance Evaluation - Sharpe Index – Portfolio Revision – Optimum Portfolio – Case Studies.

Total Hours 45

Text Books:

1. V. K. Bhalla, Investment Management, S. Chand and Company Ltd., Seventh edition, 2000.
2. Donald. E. Fischer and Ronald J. Jordan, Security Analysis and Portfolio Management, Prentice Hall of India, 2007.

Reference Books:

1. V. A. Avadhani, Security Analysis and Portfolio Management, Himalaya Publishing House, 1997.
2. Punithavathy Pandian, Security Analysis and Portfolio Management, Vikas Pub. House , 2001.
3. Prasanna Chandra, Investment Analysis and Portfolio Management, 2nd ed, TMH, 2007
4. S. Kevin, Security Analysis and Portfolio Management, Prentice Hall of India, 2008.
5. Robert A. Strong, Portfolio Management, Jaico Publishing, 2001.

ELECTIVES – FINANCE
Semester – IV
FINANCIAL DERIVATIVES MANAGEMENT

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Objective: To impart knowledge about the concept of Future contract, Options, SWAP and Derivative in India

Outcome: After completing the course, the student can be able to understand the Financial Derivatives Management

UNIT I INTRODUCTION **10**

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

UNIT II FUTURES CONTRACT **10**

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

UNIT III OPTIONS **10**

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

UNIT IV SWAPS **7**

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

UNIT V DERIVATIVES IN INDIA **8**

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

Total Hours 45

TEXT BOOKS

1. John.C.Hull, Options, Futures and other Derivative Securities’, PHI Learning, 7th Edition, 2008
2. Keith Redhead, ‘Financial Derivatives – An Introduction to Futures, Forwards, Options and SWAPs’, – PHI Learning, 2008.

REFERENCES

1. Stulz, Risk Management and Derivaties, Cengage Learning, 1st Edition, 2008.
2. Varma, Derivaties and Risk Management, 1st Edition, 2008.

3. David Dubofsky – ‘Option and Financial Futures – Valuation and Uses, McGraw Hill International Edition.
4. S.L.Gupta, Financial Derivatives- Theory, Concepts and Practice, Prentice Hall Of India, 2008.
5. Website of NSE, BSE.

ELECTIVES – FINANCE
Semester – III
INSURANCE AND RISK MANAGEMENT

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Objective: To impart knowledge about the concept of Risk identification and evaluation and the Management of Risk

Outcome: After completing the course, the student can be able to understand the Insurance and Risk Management

UNIT – I – Risk Identification **9**

Risk – Risk identification evaluation, Property and liability Loss exposures, Life, Health, and Loss of Income exposures and non insurance risk management techniques. Selecting and Implementing Risk management techniques.

UNIT – II - Property and liability risk Management **9**

Property and liability risk Management- Risk Management of commercial property, Business liability and risk management insurance - Workers’ compensation and alternative risk managing.

UNIT - III : Risk Management **9**

Risk Management of Auto owners - Insurance Claims – the need for insurance-personal automobile policy-personal automobile rating- premium and death rates-cost containment- advances in driver and auto safety. Risk management of home owners policy coverage-perils covered by the policy-flood Insurance-personal articles floater-personal risk management

UNIT – IV - types of life insurance **9**

Loss of life –types of life insurance- tax incentives for life insurance- Life insurance contract provisions. Loss of Health- Health insurance providers- mechanics of cost sharing- health expense insurance- disability income insurance - health insurance policy provisions - health care reforms. Annuities- structures of annuities- annuity characteristics- annuity taxation. Employees benefits- health and retirement benefits.

UNIT – V - IRDA **9**

Life and General insurance industry in India – IRDA Act- Investment norms – Protection of policy holders Interest.

Total Hours 45

Text Books:

1. Jave S. Trieschimam, Sandra G. Gustarson, Robert E Houyt, Risk Management and Insurance Thomson Sowlla Western Singapore 2003.
2. Scoh E Herrington Risk Management and Insurance Mc Graw Hill New Delhi 2003.

Reference Books:

1. Dorfman Mark S Introduction to Risk Management and Insurance 8th Edition. Prentice Hill India New Delhi 2007.

2. Harold D Stephen and W Jean Kwon Risk Management and Insurance Blackwell Publicing co., New York 2007.
3. Misra M.N. and Misra S.R Insurance Principles and Practice S .Chand and Co. New Delhi 2007.
4. Gupta P.K. Insurance and Risk Management Himalayan. Publishing House New Delhi 2008

ELECTIVES – FINANCE
Semester – IV
INTERNATIONAL TRADE FINANCE

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Objective: To impart knowledge about the concept of International trade, export and import finance, FOREX management and Documentation

Outcome: After completing the course, the student can be able to understand the International Trade Finance

UNIT I INTERNATIONAL TRADE 9

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

UNIT II EXPORT AND IMPORT FINANCE 9

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

UNIT III FOREX MANAGEMENT 9

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

UNIT IV DOCUMENTATION IN INTERNATIONAL TRADE 9

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

UNIT V EXPORT PROMOTION SCHEMES 9

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

Total Hours 45

TEXT BOOKS

1. Apte P.G., International Financial Management, Tata McGraw Hill, 2008.

2. Jeff Madura, International Corporate Finance, Cengage Learning, 8th Edition, 2008.

REFERENCES

1. Alan C. Shapiro, Multinational Financial Management, PHI Learning, 4th Edition, 2008.

2. Eun and Resnik, International Financial Management, Tata Mcgraw Hill, 4th Edition, 2008.

3. Website of Indian Government on EXIM policy

ELECTIVES – OPERATIONS SPECIALIZATION **SEMESTER III**

1. Logistics and Supply Chain Management

2. Technology Management

3. Total Quality Management

4. Management Control Systems

ELECTIVES – OPERATIONS SPECIALIZATION **SEMESTER IV**

1. Services Operations Management
2. Production Planning and Control
3. Advanced Operations Research for Management
4. Intellectual Property Rights

LOGISTICS & SUPPLY CHAIN MANAGEMENT

Objective: To mould students in the study of Logistics and Supply Chain Management so that this can be used as a cutting edge tool for business.

Outcome: After end of the course, students will be looking at this field of study as a tool to improve business.

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Unit- I: Overview of Supply Chain Management

Supply Chain – Fundamentals, Importance, Decision Phases, Process View. Supplier-Manufacturer-Customer chain. Drivers of Supply Chain Performance. Structuring Supply Chain Drivers. Overview of Supply Chain Models and Modeling Systems. Building blocks of a supply chain network, Business processes in supply chains, Types of supply chains - Strategic, tactical, and operational decisions in supply chains – case studies.

Unit – II: Strategic Sourcing

10

In-sourcing and Out-sourcing – Types of Purchasing Strategies. Supplier Evaluation, Selection and Measurement. Supplier Quality Management. Creating a world class supply base. World Wide Sourcing and SCM Metrics – Case studies.

Unit – III: Supply Chain Network

9

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

Unit – IV: Planning Demand, Inventory and Supply

8

Overview of Demand forecasting in the supply chain - Aggregate planning in the supply chain - Managing Predictable Variability- Managing supply chain cycle inventory. Uncertainty in the supply chain – Safety Inventory - Determination of Optimal level of product availability. Coordination in the Supply Chain. Supply chain performance measures. Supply chain inventory management, multi-echelon supply chains and Bullwhip effect – case studies.

Unit – V: Emerging Trends

10

E-Business – Framework and Role of Supply Chain in e- business and b2b practices. Supply Chain IT Framework. Internal Supply chain management. Supply Chain in IT practice. Supplier relationship management. Information Systems development. Packages in Supply Chain –eSRM, eLRM, eSCM. Internet-enabled supply chains: e-marketplaces, e-procurement, e-logistics, e-fulfillment, ERP and supply chains, supply chain automation, and supply chain integration - case studies.

Text books:

1. Joel D. Wisner, Principles of Supply chain management, Cengage Learning, 2007
2. Sunil Chopra and Peter Meindi, Supply Chain Management-Strategy Planning and Operation, Pearson Education, Third Indian Reprint, 2004.

References

1. Monczka et al., Purchasing and Supply Chain Management, Cengage Learning, Second edition, Second Reprint, 2002.
2. Altekar Rahul V, Supply Chain Management-Concept and Cases, Prentice Hall India, 2005.
3. Shapiro Jeremy F, Modeling the Supply Chain, Cengage Learning, Second Reprint , 2002.
4. Ballou Ronald H, Business Logistics and Supply Chain Management, Pearson Education, Second Indian Reprint, 2004.

TECHNOLOGY MANAGEMENT

Objective: To impart various management concepts that would enable the learners to manage emerging and new technologies in business.

Outcome: After end of the course, students will have the ability to use technology as a tool for business.

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Unit – I: Basics of Technology Management

7

The Process of Technological Innovation: The Need for a Conceptual Approach, Technological Innovation as a Conversion Process, Factors Contributing to Successful Technological Innovation, Evolution of Technology and Effects of New Technology

Unit – II: Strategies for R& D & Creativity and Problem Solving

11

R&D as a Business - Resource Allocation to R&D - R&D Strategy In the Decision Making Process - Selection and Implementation of R&D Strategy - R and D and Competitive Advantage - New Product Development.

Creativity and Problem Solving: The Creative Process, Creative Individuals, Main Characteristics, Techniques for Creative Problem Solving.

Unit – III: Technology development and acquisition

11

Forecasting – generation and Development - Invention-Innovation-Diffusion - Product and Process Innovation Technology absorption and diffusion – absorption – assessment – evaluation – diffusion, Selection and implementation of new technologies – automation decisions, strategic decision models – project management in adoption and implementation of new technologies – strategic cost analysis

Unit – IV: Financial Evaluation of R & D Projects:

7

The Need For Cost Effectiveness - R&D Financial Forecasts - Risk as a Factor in Financial Analysis - Project Selection Formulae - Allocation of Resources - DCF and Other Techniques of evaluating R&D ventures.

Unit – V: Technological Forecasting For Decision Making:

9

Technological Forecasting - Definition, Forecasting System Inputs and Outputs, Classification of Forecasting Techniques, Organization for Technological Forecasting, Current Status - Transfer

of Technology: Modes of technology transfer, Price of technology transfer, Negotiation for price of MOT.

Total Hours

45

Text Books:

1. V.K.Narayanan, Managing Technology and Innovation for Competitive Advantage, Pearson Education, 2006.
2. Handbook of Technology Management – Gaynor – Mcgraw Hill

Reference Books:

1. White: The Management of Technology & Innovation Cengage Learning, 2007.
2. Tarek Khalil, Management of Technology—The Key to Competitiveness and Wealth Creation, McGraw Hill, Boston, 2006.
3. Norma Harrison & Danny Samson, Technology Management—Text and International Cases, McGraw-Hill International, 2005.

TOTAL QUALITY MANAGEMENT

Objective: To impart basic concepts of total quality management.

Outcome: After completing the course, students will be able to demonstrate and practice TQM concepts in future for their career development.

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Unit – I: Introduction

8

Total quality Management – Definition – Quality Management in retrospect –

Total Quality Value & differential advantage. Evolution of quality approaches.

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| Unit – II: Total Quality Policy | 9 |
| Strategic thinking and planning, The starting point for Total Quality, Total quality policy. | |
| Unit – III: Total Quality Model | 11 |
| Total quality model – Enables for total quality – quality responsibilities – Archiving total commitment to quality supportive Leadership. | |
| Unit – IV: Quality Education | 7 |
| Quality Education, process, quality system – quality objectives and quality policy – quality planning – quality information feedback. | |
| Unit V: Choice of Markets | 10 |
| Strategic choice of markets, and customers maintaining competitive advantage – Designing process and products for quality. The Role of ISO 9000 series of quality system standards. Pitfalls in operationalising total quality – Auditing for TQM. | |
| Total Hours | 45 |

Text books:

1. Total Quality Management, PN. Mukherjee. PHI learning PVT Ltd.,
2. Total Quality Management, Text and cases by B. Janakiraman and RK. Gopal, PHI learning PVT Ltd.,
3. Total Quality Management, SK. Mandal Vikas Publish House PVT Ltd.,
4. Total Quality Mangement, James. R. Evans, India Edition, Cengage learning.
5. Principle of Total Quality, Vincent .K Omachonu Joel E. Ross, CRC Press distributed by Ane books PVT Ltd., www.anebooks.com

Reference Books:

1. Total Quality Management, L. Suganthi and Anand, A.Samvel, PHI learning
2. Juran’s Quality Planning and Analysis for Enterprise Quality, India Edition by Tata Mcgraw Hill Co.
3. Quality Control and Management By Evans and Lindsay India Edition, Cengage learning.

MANAGEMENT CONTROL SYSTEM

Objective: To impart various techniques with regard to developing of control systems for effective management.

Outcome: After end of the course, students will be in a position to effectively develop control systems that will suit the need.

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Unit – I: Introduction **8**

Nature of Management control – Control in organisations – phases of management control system – Management control Vs Task control.

Unit – II: Control and Organisational Behavior **9**

Control and organisational Behaviour – Types of organisations and their implications – Types of organisations and their implications – Types of control and variations in controls based on organisational structure and design.

Unit – III: Total Quality Model **11**

Total quality model – Enables for total quality – quality responsibilities – Archiving total commitment to quality supportive Leadership.

Unit – IV: Quality Education **7**

Quality Education, process, quality system – quality objectives and quality policy – quality planning – quality information feedback.

Unit V: Choice of Markets **10**

Strategic choice of markets, and customers maintaining competitive advantage – Designing process and products for quality. The Role of ISO 9000 series of quality system standards. Pitfalls in operationalising total quality – Auditing for TQM.

Total Hours **45**

Text books:

1. Total Quality Management, PN. Mukherjee. PHI learning PVT Ltd.,
2. Total Quality Management, Text and cases by B. Janakiraman and RK. Gopal, PHI learning PVT Ltd.,
3. Total Quality Management, SK. Mandal Vikas Publish House PVT Ltd.,
4. Total Quality Mangement, James. R. Evans, India Edition, Cengage learning.
5. Principle of Total Quality, Vincent .K Omachonu Joel E. Ross, CRC Press distributed by Ane books PVT Ltd., www.anebooks.com

Reference Books:

1. Total Quality Management, L. Suganthi and Anand, A.Samvel, PHI learning
2. Juran’s Quality Planning and Analysis for Enterprise Quality, India Edition by Tata Mcgraw Hill Co.
3. Quality Control and Management By Evans and Lindsay India Edition, Cengage learning.

SERVICES OPERATIONS MANAGEMENT

Objective: To impart various techniques with regard service operations for effective management.

Outcome: After end of the course, students will be in a position to effectively define and develop operational strategies for service industries.

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Unit – I: INTRODUCTION **8**

Importance and role of Services -Nature of services -Service classification Service Package
Service Strategy -Internet strategies - Environmental strategies.

UNIT – II SERVICE DESIGN **9**

New Service Development - Designing the Service delivery system: Service Blue-printing
- Managing Service Experience - Front-office Back-office Interface - Service scape –
Implication for Service Design

UNIT – III SERVICE QUALITY **11**

Service Quality- SERVQUAL, -Gap Model -Complaint management - Walk-through Audit
- Service Recovery - Service Guarantees - Service Encounter.

UNIT – IV OPERATING SERVICES **7**

Service operational planning and control -Process Analysis - Process Simulation -Service
Facility Location -Capacity Management in Services – Queuing models - Waiting Lines –
Simulation - Yield management.

UNIT – V TOOLS AND TECHNIQUES **10**

Inventory Management in Services – Retail Discounting Model - Newsvendor Model -
Vehicle Routing and Scheduling -Productivity and Performance measurement - Data
Envelopment Analysis (DEA) -Scoring System – Method for customer selection.

Total Hours **45**

Text books:

1. James A. Fitzsimmons, Mona J. Fitzsimmons, Service Management – Operations, Strategy, Information Technology, Tata McGraw – Hill Edition 2006.

- Richard Metters, Kathryn King-Metters, Madeleine Pullman, Steve Walton Service Operations Management, South-Western, Cengage Learning, 2006..4. Total Quality Mangement, James. R. Evans, India Edition, Cengage learning.

Reference Books:

- Cengiz Haksever, Barry Render, Roberta S. Russell, Rebert G. Murdick, Service Management and Operations, Pearson Education – Second Edition.
- Robert Johnston, Graham Clark, Service Operations Management, Pearson Education, 2005.

PRODUCTION PLANNING AND CONTROL

Objective: To impart various techniques of Production Planning and Control.

Outcome: After end of the course, students will gain knowledge to the extent of effectively Planning and Controlling a Production unit.

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Unit – I: Introduction **8**

Objectives and benefits of planning and control-Functions of production control-Types of production-job- batch and continuous-Product development and design-Marketing aspect - Functional aspects-Operational aspect-Durability and dependability aspect-aesthetic aspect. Profit consideration-Standardization, Simplification & specialization-Break even analysis-Economics of a new design.

Unit – II: WORK STUDY **9**

Method study, basic procedure-Selection-Recording of process - Critical analysis,

Development - Implementation - Micro motion and memo motion study - work measurement - Techniques of work measurement - Time study - Production study - Work sampling - Synthesis from standard data - Predetermined motion time standards.

Unit – III: PRODUCT PLANNING AND PROCESS PLANNING **11**

Product planning-Extending the original product information-Value analysis-Problems in lack of product planning-Process planning and routing-Pre requisite information needed for process planning-Steps in process planning-Quantity determination in batch production-Machine capacity, balancing-Analysis of process capabilities in a multi product system.

Unit – IV: PRODUCTION SCHEDULING **7**

Production Control Systems-Loading and scheduling-Master Scheduling-Scheduling rules-Gantt charts-Perpetual loading-Basic scheduling problems - Line of balance - Flow production scheduling-Batch production scheduling-Product sequencing - Production Control systems-Periodic batch control-Material requirement planning kanban – Dispatching-Progress reporting and expediting-Manufacturing lead time-Techniques for aligning completion times and due dates.

Unit V: INVENTORY CONTROL AND RECENT TRENDS IN PPC **10**

Inventory control-Purpose of holding stock-Effect of demand on inventories-Ordering procedures.

Two bin system -Ordering cycle system-Determination of Economic order quantity and economic lot size-ABC analysis-Recorder procedure-Introduction to computer integrated production planning systems-elements of JUST IN TIME SYSTEMS-Fundamentals of MRP II and ERP.

Total Hours **45**

Text books:

1. Martand Telsang, “Industrial Engineering and Production Management”, S. Chand and Company, First edition, 2000.
2. Samson Eilon, “Elements of production planning and control”, Universal Book Corpn.1984.
3. Elwood S.Buffa, and Rakesh K.Sarin, “Modern Production / Operations Management”, 8th Ed. John Wiley and Sons, 2000.

Reference Books:

1. K.C.Jain & L.N. Aggarwal, “Production Planning Control and Industrial Management”, Khanna Publishers, 1990.
2. N.G. Nair, “Production and Operations Management”, Tata McGraw-Hill, 1996.
5. S.N.Chary, “Theory and Problems in Production & Operations Management”, Tata McGraw Hill, 1995.
3. S.K. Hajra Choudhury, Nirjhar Roy and A.K. Hajra Choudhury, “Production Management”, Media Promoters and Publishers Pvt. Ltd., 1998.

ADVANCED OPERATION RESEARCH FOR MANAGEMENT

Objective: To impart various techniques with regard to Operations for effective management.

Outcome: After end of the course, students will be in a position to effectively develop operational strategies that will suit the organizational need.

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Unit – I: Non Linear Programming **9**

Non Linear Programming – Non linear programming problems of general nature – one variable unconstrained optimization Multi variable unconstrained optimization – Karush Kuhn Tucker (KKT) conditions for constrained optimization – its Applications in Management. Seperable programming and its Applications in Management. Quadratic Programming – convex programming – geometric programming – Fractional programming and its Application in Management.

Unit – II: Markov chains **9**

Markov chains – Formulation – Kolmogorov Equation – steady state conditions – Markov chain modelling through Graphs – communication networks – weighted diagraphs – classification of states of Markov chain – Long Run properties of Markov chains. Empherical Queueing models – (M/M/1) : (GD / ∞/∞) Model - (M/M/C) : (GD/∞/∞) Model – (M / M / 1) : (GD / N / ∞) Model – (M / M / C) : (GD / N / ∞) Model (for $C \leq N$) – (M / M / C) : (GD / N / N) Model (for $C < N$) – (M / M / 1) : (GD / N / N) Model (for $N > 1$)

Unit – III: Integer Programming **9**

Integer Programming – Formulation – Branch and Bound Technique and its applications to Binary Integer Programming and Mixed Integer Programming – Branch and Cut Approach to solve Binary Integer Programming (BIP).

Applications of BIP in the Areas of Investment Analysis, site selection, Designing a production and Distribution network, Dispatching shipments, scheduling and its interrelated activities and Airlines Industry.

Unit – IV: Dynamic Programming **9**

Dynamic Programming (DP) – Applications of DP in capital budgeting, Reliability Improvements, stage-coach, cargo loading, single machine scheduling, optimal sub – dividing – solving LPP using Dynamic programming Technique.

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| Unit V: Network Models | 9 |
| Network Models – Terminologies – shortest path model – minimum spanning tree problem - Maximal flow problem – Minimum cost flow problem. Replacement and maintenance Analysis – Types of Maintenance – Types of Replacement problem and decisions – Determination and problems of Economic life of an Asset. | |
| Total Hours | 45 |

Text books:

For Unit – I, Unit – II, Unit – III

1. Frederick S. Hillier and Gerald J. Lieberman, Introduction to Operations Research (Concepts and cases), Tata Mc-Graw Hill Education Private Limited

For Unit II, Unit IV, Unit V

2. R. Paneerselvam , Operation Research, PHI Learning Private Ltd., New Delhi.

For Unit II

3. Rathindra P. Sen , Operations Research (Algorithms and Applications), PHI Learning Private Ltd., New Delhi.

INTELLECTUAL PROPERTY RIGHTS

Objective: To impart knowledge with regard to Intellectual Property Rights.

Outcome: On completion of the course, students will be aware of the Intellectual Property Rights and their effective use in business.

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| Unit – I: Introduction | 8 |
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Introduction – Invention and Creativity – Intellectual Property (IP) – Importance – Protection of IPR – Basic types of property (i). Movable Property - Immovable Property and - Intellectual Property.

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| Unit – II: Patents | 9 |
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IP – Patents – Copyrights and related rights – Trade Marks and rights arising from

Trademark registration – Definitions – Industrial Designs and Integrated circuits – Protection of Geographical Indications at national and International levels – Application Procedures

Unit – III: International Convention **11**

International convention relating to Intellectual Property – Establishment of WIPO – Mission and Activities – History – General Agreement on Trade and Tariff (GATT) – TRIPS Agreement.

Unit – IV: Indian Position Vs WTO and Strategies **7**

Indian Position Vs WTO and Strategies – Indian IPR legislations – commitments to WTO-Patent Ordinance and the Bill – Draft of a national Intellectual Property Policy – Present against unfair competition.

Unit V: Case Studies **10**

Case Studies on – Patents (Basumati rice, turmeric, Neem, etc.) – Copyright and related rights – Trade Marks – Industrial design and Integrated circuits – Geographic indications – Protection against unfair competition.

Total Hours **45**

Text books:

1. Subbaram N.R., “Handbook of Indian Patent Law and Practice “, S. Viswanathan Printers and Publishers Pvt. Ltd.,
2. Eli Whitney, United States Patent Number: 72X, Cotton Gin

References:

1. Intellectual Property Today: Volume 8, No. 5, May 2001, [www.iptoday.com].
2. Using the Internet for non-patent prior art searches, Derwent IP Matters, July 2000.
3. www.ipmatters.net/features/000707_gibbs.html.

SEMESTER – III

MANAGEMENT INFORMATION SYSTEM

Objective: To help students understand the value of information and how proper management of the same can create value.

Outcome: By the end of the course students will be able to manage information there by maximizing organizational productivity.

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Unit – I: Introduction **9**

Understanding Information Systems – The Changing face of Business Environment – Emerging trends in Information Technology – Managing E-Transformation – Evolution of Business process, organizational structure, and IT Architecture.

Unit – II: Information Systems for Decision Making **9**

Information systems – Types of Information systems – Transaction processing Systems – Management Information Systems – Intelligent support systems – Office Automation Systems – Categories of MIS – MIS and organization structure – characteristics of MIS – Classification of MIS – MIS and Levels of Management – Implementation of MIS.

Unit – III: Functional Management Systems **9**

Marketing Information systems – Finance Information systems – Accounting Information system – Personnel Information Systems – Production Information Systems – Inter relationship of functional management Information Systems.

Unit – IV: Enterprise Information Systems **9**

Introduction – Evolution of Enterprise Information Systems – ERP- the Enterprise solutions – ERP market – Introduction to E-business, E-CRM Systems – Sales force Automation – Customer service and support Automation – Enterprise marketing automation (EMA) – Comparative Analysis of E-CRM software vendors and products – Evaluating an E-CRM product.

Unit – V: Information System for Business effectiveness **9**

The Role of CIO-Challenges of a CIO – The Impact of Information Systems on organizational performance – Importance of Evaluating the Impact of Information Systems on Business effectiveness – Business Effectiveness as a Function of cost, value, performance, and competitive positioning- valuation process of Information systems Applications.

Total Hours **45**

Text Books:

1. Mahadeo Jaiswal, Monika Mital, Management Information systems – Oxford University Press, New Delhi.
2. Kenneth C.Laudon and Jane Price Laudon, Management Information Systems-Managing the Digital firm, Pearson Education, Asia-2002.
3. James AO'Brein. Management Information Systems. Tata Mc Graw Hill, New Delhi-1999.

Reference Books:

1. Gordon B.Davis, Management Information System: Conceptual Foundations, Structure and Development, McGraw Hill, 1974.
2. Joyce J Elam, Case series for Management Information Systems, Simon and Schuster Custom Publishing-1996.
3. Steven Alter Information Systems-A Management Perspective-Addison-Wesley 1999.
4. Turban, Mc.Lean and Wether be. Information Technology for Management-Making connections for strategic advantage John Wiley-1999.

ELECTIVES – SYSTEM SPECIALIZATION
SEMESTER – IV
KNOWLEDGE MANAGEMENT

Objective: To help students understand importance of knowledge and how the same needs to be managed.

Outcome: By the end of the course students will be able appreciate the importance of proper management of knowledge and practice the same.

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UNIT I INTRODUCTION

KM Myths – KM Life Cycle – Understanding Knowledge – Knowledge, intelligence –Experience – Common Sense – Cognition and KM – Types of Knowledge – ExpertKnowledge – Human Thinking and Learning.

UNIT II KNOWLEDGE MANAGEMENT SYSTEM LIFE CYCLE

Challenges in Building KM Systems – Conventional Vrs KM System Life Cycle (KMSLS)– Knowledge Creation and Knowledge Architecture – Nonaka’s Model of KnowledgeCreation and Transformation. Knowledge Architecture.

UNIT III CAPTURING KNOWLEDGE

Evaluating the Expert – Developing a Relationship with Experts – Fuzzy Reasoning and the Quality of Knowledge – Knowledge Capturing Techniques, Brain Storming – Protocol Analysis – Consensus Decision Making – Repertory Grid- Concept Mapping –Blackboarding.

UNIT IV KNOWLEDGE CODIFICATION

Modes of Knowledge Conversion – Codification Tools and Procedures – Knowledge Developer’s Skill Sets – System Testing and Deployment – Knowledge Testing –Approaches to Logical Testing, User Acceptance Testing – KM System Deployment Issues – User Training – Post implementation.

UNIT V KNOWLEDGE TRANSFER AND SHARING

Transfer Methods – Role of the Internet – Knowledge Transfer in e-world – KM System Tools – Neural Network – Association Rules – Classification Trees – Data Mining and Business Intelligence – Decision Making Architecture – Data Management – Knowledge Management Protocols – Managing Knowledge Workers.

Total Hours

45

TEXT BOOK

1. Elias.M. Award & Hassan M. Ghaziri – “Knowledge Management” Pearson Education 2001

REFERENCES

1. Guus Schreiber, Hans Akkermans, AnjoAnjewierden, Robert de Hoog, Nigel Shadbolt, Walter Van de Velde and Bob Wielinga, “Knowledge Engineering and Management”, Universities Press, 2001.
2. C.W. Holsapple, “Handbooks on Knowledge Management”, International Handbooks on Information Systems, Vol 1 and 2, 2003.

ELECTIVES – SYSTEM SPECIALIZATION
SEMESTER – III
INFORMATION SECURITY

Objective: To help students understand risk of information misuse and the importance of developing proper security system.

Outcome: By the end of the course students can create solutions that would prevent misuse of information thereby ensuring information security.

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UNIT I **9**

An Overview of Computer Security, Access Control Matrix, Policy-Security policies, Confidentiality policies, Integrity policies and Hybrid policies.

UNIT II **9**

Cryptography- Key management – Session and Interchange keys, Key exchange and generation, Cryptographic Key Infrastructure, Storing and Revoking Keys, Digital Signatures, Cipher Techniques

UNIT III **9**

Systems: Design Principles, Representing Identity, Access Control Mechanisms, Information Flow and Confinement Problem.

UNIT IV **9**

Malicious Logic, Vulnerability Analysis, Auditing and Intrusion Detection

UNIT V **9**

Network Security, System Security, User Security and Program Security

Total Hours **45**

TEXT BOOK:

1. Matt Bishop, “Computer Security art and science”, Second Edition, Pearson Education

REFERENCES:

1. Mark Merkow, James Breithaupt “ Information Security : Principles and Practices” First Edition, Pearson Education,
2. Whitman, “Principles of Information Security”, Second Edition, Pearson Education
3. William Stallings, “Cryptography and Network Security: Principles and Practices”, Third Edition, Pearson Education.

ELECTIVES – SYSTEM SPECIALIZATION
SEMESTER – III

DATA BASE MANAGEMENT SYSTEM

Objective: To make students understand how data needs to be arranged and managed.

Outcome: By the end of the course students can manage data effectively.

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| Unit-I | | | 9 | |
| Data base- Introduction, characteristics, objectives | | | | |
| Database Management system-Introduction, objective, components functions, advantages | | | | |
| Unit-II | | | 9 | |
| Data models: Hierarchical and network, functions of data base management system, object oriented data base management system | | | | |
| Unit-III | | | 9 | |
| Data Independence: Logical and physical, data base administration, relational data model, normalization, concurrency, deadlock, Codd rules, backup & recovery. | | | | |
| Unit-IV | | | 9 | |
| Distributed data base system: Introduction, options for distributing a database, objectives, problems of distributed system. Distributed data base system and internet | | | | |
| Unit-V | | | 9 | |
| Emerging Data base Technologies: Internet Databases, Digital Libraries, Multimedia Databases, Mobile Databases | | | | |
| Total Hours | | | | 45 |

Text Book:

1. Kroenke, **Database Processing**, Pearson Education
2. Garcia, Ullman, **Data Base Implementation**, Pearson Education

Reference:

1. Garcia, Ullman, **Data Base The Complete Book**, Pearson Education
2. Kahate, **Introduction to Database Management System**, Garcia, Ullman, **Data Base Implementation**, Pearson Education
3. Rob, **Database System**, Thomson Learning.
4. Singh S. K., **Database Systems**, Pearson Education

ELECTIVES – SYSTEM SPECIALIZATION
SEMESTER – IV

E-COMMERCE TECHNOLOGY AND MANAGEMENT

Objective: To make students understand how e-commerce can help in better management.

Outcome: By the end of the course students can manage effectively by deploying e-commerce technology in business.

| L | T | P | C |
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UNIT-I **9**

Introduction to Electronic Commerce: origin and need; Framework, application, network infrastructure (including internet), internet commercialization; factors affecting e-commerce, business and technological dimensions of e-commerce.

UNIT-II **9**

Electronic payment system, inter-organizational commerce & intra-organizational commerce, EDI, value-added network; digital library; smart card, credit card and emerging financial instruments.

UNIT-III **9**

B2B e-commerce; e-procurement, supply-chain coordination; on-line research; organizing for online marketing, Internet retailing; multi channel retailing; channel design; selling through online intermediaries. Mobile commerce: Introduction to mobile commerce; benefits of mobile commerce; mobile commerce framework; Internet advertising.

UNIT-IV **9**

Security; advertising & marketing in the internet, introduction to marketing & CRM, consumer search & resource discovery,

UNIT – V **9**

Computer based education & training, digital copyrights. Search engines & directory services; Agents in electronic commerce.

Lab: Internet Surfing of E-Commerce Sites.

Total Hours **45**

Text book

1. Didar Singh, E Commerce for Manager, Vikas Publishing House, New Delhi.
2. Whitely David, Electronic Commerce, TMH, Delhi.

Reference:

1. Schneider P. Gary, Perry T. James, E-Commerce, Thomson Learning, Bombay.
2. Hanson & Kalyanam, Internet marketing & e-commerce, Thomson Learning, Bombay.
3. Bharat Bhasker, Electronic Commerce, TMH, New Delhi.

ELECTIVES – SYSTEM SPECIALIZATION
SEMESTER – IV
COMPUTER APPLICATIONS IN MANAGEMENT

Objective: To make students learn the use of computer and technology in business.

Outcome: By the end of the course students can manage business effectively with use of computer and technology.

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Unit: 1 Computer Fundamentals **9**

Computer-meaning, definition, characteristics, types of computer, 2classification of computer, basic components, basic computer operations, memory system, and practical data processing applications in business, computer Applications in various areas of business, Components of computer-Computer memories, primary storage, secondary storage, Introduction to input /output Device

Unit: 2 Introduction to software **9**

Software types, system software, classification of Operating system, Application software, Introduction to programming language, types of programming language, Algorithm, flowcharts,Types of flowcharts ,Program development

Unit: 3 Database Management system concepts **9**

Data processing-Introduction, cycle, operations, types, objective, methods, role of data processing applications in business, Data base- Introduction, characteristics, objectives Database Management system-Introduction, objective, components functions, advantages

Unit: 4 Computer Communications **9**

Introduction, data communication, Computer network, Advantages of networking, Types of network, Telecommunication –Introduction, Media, Channel, Software, types of data transmission, modems and multiplexers

Unit: 5 Introductions to Internet, Operating System, Computer viruses **9**

Internet-Introduction, history, features, Internet software, Applications of internet and WWW, Extranet and E-mail, Introduction to web Browsers, Intranet, internet, extranet, Operating system-Introduction, functions types of Operating system Computer viruses-Introduction, computer security, Major antivirus software companies, security methods

Total Hours **45**

Text book

1. Computer Applications for management-Vishal Soni- Himalaya Publishing House
2. Fundamentals of Computers, V. Rajaraman,Prentice-Hall

Reference

1. Computer Application in business-S. Sudalaimuthu, S. Anthony Raj-Himalaya Publishing House
2. Fundamentals of Computers-C.S.V. Murthy- Himalaya Publishing House

ELECTIVES – SYSTEM SPECIALIZATION
SEMESTER – IV
E – CRM

Objective: To make students understand how CRM and technology can be integrated.

Outcome: By the end of the course students can manage effectively with the use of e-crm.

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UNIT I: **9**

CRM concepts: Acquiring customers, customer loyalty, and optimizing customer relationships. CRM defined: success factors, the three levels of Service/ Sales Profiling, Service Level Agreements (SLAs), creating and managing effective SLAs.

UNIT II: **9**

CRM in Marketing: One-to-one Relationship Marketing, Cross Selling & Up Selling, Customer Retention, Behaviour Prediction, Customer Profitability & Value Modeling, Channel Optimization, Event-based marketing. CRM and Customer Service: The Call Centre, Call Scripting, Customer Satisfaction Measurement.

UNIT III: **9**

Sales Force Automation – Sales Process, Activity, Contact, Lead and Knowledge Management. Field Force Automation. CRM links in e-Business: E-Commerce and Customer Relationships on the Internet, Enterprise Resource Planning (ERP), Supply Chain Management (SCM), Supplier Relationship Management (SRM), Partner relationship Management (PRM).

UNIT IV: **9**

Analytical CRM: Managing and sharing customer data – Customer information databases, Ethics and legalities of data use. Data Warehousing and Data Mining concepts. Data analysis: Market Basket Analysis (MBA), Clickstream Analysis, Personalization and Collaborative Filtering.

UNIT V: **9**

CRM Implementation: Defining success factors, preparing a business plan –requirements, justification, processes. Choosing CRM tools: Defining functionalities, Homegrown versus out-sourced approaches. Managing customer relationships: conflict, complacency, Resetting the CRM strategy. Selling CRM internally: CRM development Team, Scoping and prioritizing, Development and delivery, Measurement.

Total Hours **45**

TEXT BOOKS

1. Stanley A. Brown, CUSTOMER RELATIONSHIP MANAGEMENT, John Wiley & Sons, Canada, Ltd.
2. Paul Greenberg:, CRM AT THE SPEED OF LIGHT: CAPTURING AND KEEPING CUSTOMERS IN INTERNET REAL TIME.

REFERENCES:

1. Jill Dyché: THE CRM HANDBOOK: A BUSINESS GUIDE TO CUSTOMER RELATIONSHIP MANAGEMENT, Addison Wesley Information technology Series.
2. Patrica B. Ramaswamy, et al: HARVARD BUSINESS REVIEW ON CUSTOMER RELATIONSHIP MANAGEMENT
3. Kristin L. Anderson & Carol J Kerr, CUSTOMER RELATIONSHIP MANAGEMENT
4. Bernd H Schmitt, CUSTOMER EXPERIENCE MANAGEMENT: A REVOLUTIONARY APPROACH TO CONNECTING WITH YOUR CUSTOMERS.
5. Jagdish Seth, et al, CUSTOMER RELATIONSHIP MANAGEMENT

ELECTIVES – LOGISTICS SPECIALIZATION

SEMESTER – III

LOGISTICS MANAGEMENT

UNIT – I

9

Logistics Role in Economy/Organisation -Definitions of Logistics, objectives of logistics, functions of logistics, logistics solution, future of logistics.

Logistics and Customer service - Elements of customer services, phases in customer services, customer retention

Procurement and Outsourcing - Making of sourcing decision, logistics out sourcing, benefits, critical issues.

UNIT – II

10

Inventory Role & Importance of Inventory - Introduction, role of inventory, importance of inventory, functions of inventory, inventory cost, need of inventory control.

Inventory Management - Characteristics of logistics of inventory, needs & control of inventory, types, inventory Control, types of inventory control, inventory planning model.

Materials Management - Objectives of material management, material planning, stores management, material handling & storage system, types of material handling, material storage system.

Transportation - Purpose, participants in transportation, modes of transportation, documents in transportation, transportation management.

UNIT – III

8

Warehousing & Distribution - Functions of Warehousing, benefits of Warehousing, types of Warehousing, nature of Warehousing cost, planning of Warehousing , Warehousing space design, factors of Warehousing , Warehousing management system.

Packaging & material handling - Functions of Packaging & material handling , Packaging & material handling cost, types of Packaging & material handling , containerization, benefits of containerization, conclusion.

Global logistics - Activities of global logistics, global supply chain, objective of global logistics, strategic issue in global logistics, barriers of global logistics, conclusion

UNIT – IV

9

Logistics Strategy - Features of logistics strategy, components, framework of logistics strategy, conclusion

Logistics Information System - Functions of logistics information system, flow of logistics information system, communication, bar coding, RFID, principles of logistics information system, conclusion.

Organisation for Effective Logistics Performance - Concept of effective logistics performance, functional aggregation in effective logistics performance, conclusion

UNIT – V

9

Financial Issues in Logistics Performance - Factors, steps of financial issues in logistics performance, SCOR model, ABC costing.

Integrated Logistics - Logistics management, activity of integrated logistics.

Role of 3PL & 4 PL - Different between various logistics services.

ELECTIVES – LOGISTICS SPECIALIZATION

SEMESTER – III

WAREHOUSING & INVENTORY MANAGEMENT

UNIT – I

9

Warehousing Concept Decisions and Operations - Introduction, needs of warehousing, facility of warehousing, types of warehousing, functions of warehouse, palletized storage system.

Introduction to Inventory Management - Introduction, role in the supply chain, role of inventory control.

UNIT – II

9

Functions of Inventory - Function, types of inventory, inventory cost, need to hold inventory, levels of stock, methods of controlling stock.

Warehousing Management System - Introduction, benefits, location of warehouse, automated material handling system.

Independent Demand System - Introduction, material management system.

UNIT – III

9

Depended Demand System - Introduction, parties within the system, MRP department, activities, DRP.

ABC Inventory Control - Introduction, managing by ABC, use of ABC analyses.

Multi-Echelon Inventory System - Introduction, managing inventory in multi-echelon system, approach, distribution approach planning, elements of multi-echelon, conclusion.

UNIT – IV

9

Introduction, types of power truck for material handling.

Automated Storage & Retrieval System (ASRS) - Introduction, application of automated storage.

Principals of Material Handling System - Introduction, functions of material handling system, characteristic.

UNIT – V

9

The fundamental of material handling equipment. Introduction, components of bar coding, advantages of bar coding, benefits of bar coding. Introduction, principle of RFID, RFID challenges, benefits of RFID, components of RFID, RFID in warehouse.

ELECTIVES – LOGISTICS SPECIALIZATION

SEMESTER – III

SHIPPING AGENCY MANAGEMENT

UNIT - I

Reasons for sea transport - Introduction, why ship, theory of trade, different ship market.

The ship - Introduction, tonnage, classification of ship, Ship sale and purchase, ship management, total management.

Supply of ship - Introduction, history, ship registration, IMO, port state control, ship classification.

Dry cargo chartering market - Introduction, types of charter, chartering and internet.

Practitioners in shipping business - Introduction, ship management, ISM code, the merchant, the chartering market. Port agents, the agent's fees, documentation,

UNIT - II

Maritime geography - Introduction, ocean & seas, longitude, wind & weather, geography of trade.

The tanker chartering market - Introduction, devt. Of tanker market, types of tanker, negotiating the charter.

Liner - Introduction, history, containerisation, freight tariffs, liner documents,.

Accounts - Introduction, components, types of companies, . Business entity - types of business entity, company organisation and management.

UNIT - III

Business ethics - Introduction, ethics in shipping business, our word our bond

Geography of trade - Introduction, seaborne trade, structure of ports, weather and navigation

UNIT – IV

Law of carriage - Introduction, English law, civil court structure, contract, remedies of contract, the Hagenisby rules, the Hamburg rules, Warranty authority.

Inter national trade and finance: international terms of sale - Introduction, the basic contract, INCOTERMS, types of INCOTERMS, breach of contract,

Finance sale in inter national trade - Introduction, methods of payment, documents, foreign currency options, types of policies of cargo

UNIT - V

International shipping organisations - Ship owner organisations, BIMCO, broker's and agent's organisation, FONASBA, FIATA, classification society

Communication in shipping business - Principles of business communication, mode of communication, charts.

ELECTIVES – LOGISTICS SPECIALIZATION **SEMESTER – IV** **LOGISTICS & MULTIMODE TRANSPORTATION**

UNIT - I

Role of distribution in the supply chain - Introduction, transportation management, inventory control, warehousing.

Designing distribution channel - Introduction, customer service level, cost structure of distribution network, advantages of the distribution channel.

Distribution network planning - Channel map, factors of distribution network planning.

Network design & optimization approach and techniques - Introduction, planning, cost performance, issues of network design.

UNIT - II

Role of transportation in the supply chain - Introduction, distribution channel, factors of transportation in the supply chain, factor.

Transportation principles and participant - Introduction, transportation participant, agent/broker/transportation. Transportation modes, performance characteristics and selection - transportation performance, costs and value measures - Factors, cost structure, carrier pricing strategies.

Transportation routing decisions - Introduction, heuristic approach, transportation administration, uses of IT applications, ITMS, AVL system.

Transit operation system - Computer-aided system, benefits of transit operation system, geography information system.

UNIT - III

Advanced fleet management system - Functions of advanced fleet management system, benefits to user, benefits to fleet owner.

Intermodal freight technology - Introduction, future direction, transportation security initiatives and role of technology - Common technology application

Definitions of liner trades overview - Introduction, history, containerisation, unitisation & intermodalism documentation, evolution & development, concepts, liner routes today, major ports.

Ship type - Ship size & tonnage, cargo measurement, types of ship, shipboard handling equipment.

Liner shipping operations - Introduction, acquisition of vessels, agency company, role of agent, marketing, documentation.

UNIT - IV

Cargoes and cargo handling - IMO, cargo handling, types of equipment, port management, stowage factor.

Tariffs and freight rates - Introduction, the freight rates, modern freight tariffs, physical pricing factors.

Bill of lading and other documentation - Introduction, the bill of lading, functions of bill of lading, others forms of bill of lading, other liner document, international conventions relating to bill of lading.

UNIT – V

Financial aspects of the import export business - Introduction, methods of payment, consignees and endorsees.

Legal aspects of the liner trades - Introduction, insurance, legal aspects of the bill of lading, security

Growth of world trade, container dimensions, types of container, types of leases, FCLs LCLs & ICDs. - conferences, consortia, alliances & independent conference system - structure of conferences, conferences freight tariffs.

ELECTIVES – LOGISTICS SPECIALIZATION
SEMESTER – IV
CUSTOMS PROCEDURES & DOCUMENTATION

UNIT - I

Dry cargo ships - Introduction, types of ships, Dry cargo ship tonnages, load lines, dimensions and cargoes - Introduction, concept of tonnage and load lines, ship tonnage based on volume, cargoes, cargoes measurement.

Freight market and market practice - Introduction, market practitioners, methods of ship employment, offering and countering, charter parties,

Chartering contracts - Introduction, functions of charter parties, list of voyage charter parties, condition of vessels, list of time charter parties, bareboat charter parties

UNIT - II

Financial elements of charter parties - Introduction, voyage chartering, time chartering.

Lay time - Introduction, stages of lay time, calculation of lay time, lay time definitions

Voyage estimating - Introduction, computerisation, itinerary.

UNIT – III

Bills of lading and cargo claims - The mate's receipt, the bills of lading, types of bill of lading, insurance, rights and immunities.

World trades - Introduction, requirements of world trade, ships for cargoes, navigational restrictions.

Disputes and professional indemnity - Introduction, English court, P&I clubs, office organisation.

UNIT - IV

Customs Act - Preliminary, Officer of the customs, Appointment of customs port, airport, warehousing station, station, ect. Prohibitions on importation and exportation of goods, Detection of illegally imported goods and prevention of the disposal thereof, Prevention or

detection of illegal export of goods, Power to exempt from the provisions of chapter 4A and 4B, Levy of, and exemption from, customs duties, Indicating amount of duty in price of goods, etc., for purpose of refund, advance ruling provisions relating to conveyances carrying imported or exported goods, clearance of imported goods and export goods, goods in transit

UNIT - V

Warehousing , drawback, special provisions regarding baggage, goods imported or exported by post, and stores, provisions relating to costal goods and vessels carrying costal goods, searches, seizure and arrest, confiscation of goods and conveyances and imposition of penalties, settlement of cases appeals and revision, offences and prosecutions, miscellaneous.

ELECTIVES – LOGISTICS SPECIALIZATION

SEMESTER – IV

FREIGHT FORWARDING, STEVEDORING & PORT OPERATIONS

UNIT - I

Basic concept of cargo work - Bale & grain capacity, stowage factor, cargo documents.

Care of cargo - Precaution before loading, Precaution when carrying cargo, sweat & ventilation, tonnage, separation, cargo related duties.

Lifting gear - Test certificate of lifting gear, components.

Code of safe practice for solid bulk cargo - Aim of code, definitions, structural hazards, safety precautions, concentrates.

UNIT - II

Some common cargoes - Coal, sulphur, cotton, rice, cement. The international maritime dangerous goods (IMDG) CODE - Aim, application, classification, packing, marketing, document, types of segregation, precaution for loading dangerous goods. Unit load and containers - Pollicisation, containers, types of container.

Refrigerated and deck cargoes - Types, refrigeration system, cargo operation, deck cargoes.

Tanker operations - Definitions, methods of gas-freeing tanks, operation system, types of cargo pipeline system, safety procedures, gas detection instruments.

UNIT – III

More cargoes - Sugar, salt, rubber, paper roles, pulp, iron & steel cargoes. Cargo plane -

Principle of stowing cargo, properties of some cargoes. Dock labourers act,1934 - Inspectors, power of inspector, obligations of dock workers, machinery & gear, handling of cargo, electrical equipment.

UNIT - IV

Port Agency - Introduction - registration and classification, Registration, flag of convenience, port state control.

Safety certificate and surveys - Types of certificates, TTOP, other survey and inspections

Charter parties - Introduction, brief description of the vessel, terminology and abbreviation

Time counting - Introduction, importance of time, demurrage and despatch

Operations - Introduction, the cargo, ports of loading and discharge, common requirement of ship

UNIT - V

Cargo documentation - Introduction, types of document, bills of lading

Geography of trade - Introduction, major canals, the environmental issues

Port agents and the law - Introduction, P&I associations, general average

Relationship and principals - Introduction, Statement of actual events, agency appointment, division of costs, office organisation