

# **K.L.N. COLLEGE OF ENGINEERING**

**Pottapalayam-630612, Sivagangai District**

**(An Autonomous Institution, Affiliated to Anna University, Chennai)**



**Estd: 1994**

## **CURRICULAM & SYLLABUS**

**I to IV Semesters**

**REGULATIONS 2020**

**(For Post Graduate Program)**

## **MASTER OF BUSINESS ADMINISTRATION**

**CHOICE BASED CREDIT SYSTEM**

**(For the students admitted from the academic year 2020-2021 onwards)**



**K.L.N. COLLEGE OF ENGINEERING, POTTAPALAYAM**  
(An Autonomous Institution, Affiliated to Anna University, Chennai)  
**MASTER OF BUSINESS ADMINISTRATION**



**VISION OF THE INSTITUTION**

To become a Centre of Excellence in Technical Education and Research in producing Competent and Ethical professionals to the society

**MISSION OF THE INSTITUTION**

To impart Value and Need based curriculum to the students with enriched skill development in the field of Engineering, Technology, Management and Entrepreneurship and to nurture their character with social concern and to pursue their career in the areas of Research and Industry.

**VISION OF THE DEPARTMENT**

To become a premier school of Business and Entrepreneurship in making dynamic Management and Entrepreneurial Leaders with transformational skills through Quality Management Education for the development of society.

**MISSION OF THE DEPARTMENT**

To mould the budding Management Professionals to be more intellectual, ethical, entrepreneurial innovative and competitive in the present and changing business environment.



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**MASTER OF BUSINESS ADMINISTRATION**



**PROGRAM EDUCATIONAL OBJECTIVES (PEOs)**

MBA programme curriculum is designed to prepare the post graduate students

**PEO 1:** To have a thorough understanding of the core aspects of the business.

**PEO 2:** To provide the learners with the management tools to identify, analyze and create business opportunities as well as solve business problems.

**PEO 3:** To prepare them to have a holistic approach towards management functions.

**PEO 4:** To motivate them for continuous learning.

**PEO 5:** To inspire and make them practice ethical standards in business

**PROGRAM OUTCOMES (POs)**

On successful completion of the programme,

1. Ability to apply the business acumen gained in practice.
2. Ability to understand and solve managerial issues.
3. Ability to communicate and negotiate effectively, to achieve organizational and individual goals.
4. Ability to upgrade their professional and managerial skills in their workplace.
5. Ability to explore and reflect about managerial challenges, develop informed managerial decisions in a dynamically unstable environment.
6. Ability to take up challenging assignments.
7. Ability to understand one's own ability to set achievable targets and complete them.
8. Ability to pursue lifelong learning.
9. To have a fulfilling business career.

	Program outcomes								
Program Educational objectives	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
I	✓	✓					✓		
II				✓	✓	✓			
III	✓		✓		✓	✓	✓		
IV				✓		✓	✓	✓	
V		✓	✓					✓	✓



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## **MASTER OF BUSINESS ADMINISTRATION**

### **CHOICE BASED CREDIT SYSTEM**

### **CATEGORY OF COURSES**

- 1. Professional Core (PC) Courses** include the core courses relevant to the chosen programme of study.
- 2. Professional Elective (PE) Courses** include the elective courses relevant to the chosen programme of study.
- 3. Employability Enhancement Courses (EEC)** include Project Work and/or Internship, Professional Practices, and Industrial/Practical Training.



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REGULATIONS 2020

CHOICE BASED CREDIT SYSTEM

**MASTER OF BUSINESS ADMINISTRATION**

**CURRICULAM**

**I TO IV SEMESTERS**

**SEMESTER I**

S.No	COURSE CODE	COURSE TITLE	CATEGORY	CONTACT PERIODS	L	T	P	C
<b>THEORY</b>								
1.	20MB101	Economic Analysis for Business	PC	4	4	0	0	4
2.	20MB102	Management Concepts and Organizational Behaviour	PC	4	4	0	0	4
3.	20MB103	Accounting for Management	PC	4	4	0	0	4
4.	20MB104	Legal Aspects of Business	PC	3	3	0	0	3
5.	20MB105	Statistics for Management	PC	4	4	0	0	4
6.	20MB106	Information Management	PC	3	3	0	0	3
<b>PRACTICAL</b>								
7.	20MB1E1	Business Data Analysis-1	EEC	4	0	0	4	2
<b>TOTAL</b>				<b>26</b>	<b>22</b>	<b>0</b>	<b>4</b>	<b>24</b>

**SEMESTER II**

S.No	COURSE CODE	COURSE TITLE	CATEGORY	CONTACT PERIODS	L	T	P	C
<b>THEORY</b>								
1.	20MB201	Operations Research for Management	PC	4	4	0	0	4
2.	20MB202	Business Research Methods	PC	3	3	0	0	3
3.	20MB203	Financial Management	PC	4	4	0	0	4
4.	20MB204	Human Resource Management	PC	4	4	0	0	4
5.	20MB205	Operations Management	PC	4	4	0	0	4
6.	20MB206	Marketing Management	PC	4	4	0	0	4
<b>PRACTICAL</b>								
7.	20MB2E1	Business Data Analysis-2	EEC	4	0	0	4	2
<b>TOTAL</b>				<b>27</b>	<b>23</b>	<b>0</b>	<b>4</b>	<b>25</b>

### SEMESTER III

S.No	COURSE CODE	COURSE TITLE	CATEGORY	CONTACT PERIODS	L	T	P	C
<b>THEORY</b>								
1.	20MB301	Strategic Management	PC	4	4	0	0	4
2	20MB302	Total Quality Management	PC	3	3	0	0	3
3		Professional Elective I **	PE	3	3	0	0	3
4		Professional Elective II**	PE	3	3	0	0	3
5		Professional Elective III**	PE	3	3	0	0	3
6		Professional Elective IV**	PE	3	3	0	0	3
7		Professional Elective V**	PE	3	3	0	0	3
8		Professional Elective VI**	PE	3	3	0	0	3
<b>PRACTICAL</b>								
9	20MB3E1	Summer Training <sup>#</sup>	EEC	2	0	0	2	1
<b>TOTAL</b>				<b>27</b>	<b>25</b>	<b>0</b>	<b>2</b>	<b>26</b>

### SEMESTER IV

Sl.No	COURSE CODE	COURSE TITLE	CATEGORY	CONTACT PERIODS	L	T	P	C
<b>PRACTICAL</b>								
1.	20MB401	Entrepreneurship Development	PC	3	3	0	0	3
<b>PRACTICALS</b>								
	20MB4E1	Managerial skills <sup>#</sup>	EEC	2	0	0	2	1
	20MB4E2	Project Work	EEC	24	0	0	24	12
<b>TOTAL</b>				<b>29</b>	<b>3</b>	<b>0</b>	<b>26</b>	<b>16</b>

\*\*Chosen elective should be from two streams/specializations of management of three papers each.

<sup>#</sup> No end semester examination is required for this course

**TOTAL NO. OF CREDITS: 91**

### PROFESSIONAL CORE (PC)

1.	20MB101	Economic Analysis for Business	PC	4	4	0	0	4
2.	20MB102	Management concepts & Organizational Behavior	PC	4	4	0	0	4
3.	20MB103	Accounting for Management	PC	4	4	0	0	4
4.	20MB104	Legal Aspects of Business	PC	3	3	0	0	3
5.	20MB105	Statistics for Management	PC	4	4	0	0	4
6.	20MB106	Information Management	PC	3	3	0	0	3
7	20MB201	Operations Research for Management	PC	4	4	0	0	4
8.	20MB202	Business Research Methods	PC	3	3	0	0	3
9.	20MB203	Financial Management	PC	4	4	0	0	4
10.	20MB204	Human Resource Management	PC	4	4	0	0	4
11.	20MB205	Operations Management	PC	4	4	0	0	4
12.	20MB206	Marketing Management	PC	4	4	0	0	4
13	20MB301	Strategic Management	PC	4	4	0	0	4
14	20MB302	Total Quality Management	PC	3	3	0	0	3
15	20MB401	Entrepreneurship Development	PC	3	3	0	0	3

### PROFESSIONAL ELECTIVES (PE)

S.No	COURSE CODE	COURSE TITLE	CATEGORY	CONTACT PERIODS	L	T	P	C
<b>Stream/ Specialization : Marketing Management</b>								
1	20 MB3M1	Consumer Behavior	PE	3	3	0	0	3
2	20MB3M2	Customer Relationship Management	PE	3	3	0	0	3
3	20MB3M3	Integrated Marketing Communication	PE	3	3	0	0	3
4	20MB3M4	Retail Management	PE	3	3	0	0	3
5	20MB3M5	Services Marketing	PE	3	3	0	0	3
6	20MB3M6	Digital Marketing	PE	3	3	0	0	3
7	20MB3M7	International Marketing	PE	3	3	0	0	3
8	20MB3M8	Supply Chain Management	PE	3	3	0	0	3
<b>Stream/ Specialization : Financial Management</b>								
9.	20MB3F1	Banking Financial Services Management	PE	3	3	0	0	3
10.	20MB3F2	Corporate Finance	PE	3	3	0	0	3
11.	20MB3F3	Derivatives Management	PE	3	3	0	0	3
12.	20MB3F4	Merchant Banking and Financial Services	PE	3	3	0	0	3
13.	20MB3F5	Security Analysis and Portfolio Management	PE	3	3	0	0	3
14.	20MB3F6	International Trade and Finance	PE	3	3	0	0	3
15.	20MB3F7	International Financial Management	PE	3	3	0	0	3



Stream/ Specialization : <b>Human Resource Management</b>								
16.	20MB3H1	Industrial Relations and Labour Welfare	PE	3	3	0	0	3
17.	20MB3H2	Labour Legislations	PE	3	3	0	0	3
18.	20MB3H3	Managerial Behaviour and Effectiveness	PE	3	3	0	0	3
19.	20MB3H4	Organizational Theory, Design and Development	PE	3	3	0	0	3
20	20MB3H5	Strategic Human Resource Management	PE	3	3	0	0	3
21	20MB3H6	International Human Resource Management	PE	3	3	0	0	3
22	20MB3H7	Stress Management and Counseling	PE	3	3	0	0	3
Stream/ Specialization : <b>Systems Management/Business Analytics</b>								
23	20MB3S1	Advanced Data Base Management system	PE	3	3	0	0	3
24	20MB3S2	Data mining for Business Intelligence	PE	3	3	0	0	3
25	20MB3S3	Enterprise Resource Planning	PE	3	3	0	0	3
26	20MB3S4	Software Project Management and Quality	PE	3	3	0	0	3
27	20MB3S5	E-Business Management	PE	3	3	0	0	3
28	20MB3S6	Information & Security Management	PE	3	3	0	0	3
Stream/ Specialization : <b>Operations Management</b>								
29	20MB3P1	Logistics Management	PE	3	3	0	0	3
30	20MB3P2	Materials Management	PE	3	3	0	0	3
31	20MB3P3	Product Design	PE	3	3	0	0	3
32	20MB3P4	Project Management	PE	3	3	0	0	3
33	20MB3P5	Services Operations Management	PE	3	3	0	0	3
34	20MB3P6	Supply Chain Management	PE	3	3	0	0	3

**EMPLOYABILITY ENHANCEMENT COURSES (EEC)**

<b>S.No</b>	<b>COURSE CODE</b>	<b>COURSE TITLE</b>	<b>CATEGORY</b>	<b>CONTACT PERIODS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
1	20MB1E1	Business Data Analysis - 1	EEC	4	0	0	4	2
2	20MB2E1	Business Data Analysis - 2	EEC	4	0	0	4	2
3	20MB3E1	Summer Training	EEC	2	0	0	2	1
4	20MB4E1	Managerial skills	EEC	2	0	0	2	1
5	20MB5E1	Project Work	EEC	24	0	0	24	12
<b>TOTAL CREDITS</b>								<b>18</b>

**SUMMARY (KLNCE-R2020)**

S.No	Category	<b>Credit as per semester</b>				Total	%
		I	II	III	IV		
1	PC	22	23	07	03	55	60
2	PE	0	0	18	0	18	20
3	EEC	02	02	01	13	18	20
	<b>Total</b>	<b>24</b>	<b>25</b>	<b>26</b>	<b>16</b>	<b>91</b>	<b>100</b>
	Contact period	26	27	27	29		

**OBJECTIVES:**

- To introduce the concepts of scarcity and efficiency; to explain principles of micro economics relevant to managing an organization; to describe principles of macroeconomics to have the understanding of economic environment of business.

**UNIT I INTRODUCTION****12**

The themes of economics – scarcity and efficiency –Fundamental economic problems – society’s capability – Production Possibility Frontiers (PPF) – Productive efficiency Vs. economic efficiency – economic growth & stability – Micro economics and Macroeconomics – the role of markets and government – Positive Vs negative externalities.

**UNIT II CONSUMER AND PRODUCER BEHAVIOUR****12**

Market – Demand and Supply– Market equilibrium– consumer behavior – consumer equilibrium – Approaches to consumer behavior – Production – Short-run and long run Production Function – Returns to scale – economies Vs diseconomies of scale – Analysis of cost – Short-run and long-run cost function-Behavioral Economics

**UNIT III PRODUCT AND FACTOR MARKET****12**

Product market –different market structures – Firm’s equilibrium and supply – Market efficiency – factor market - land, Labor, capital and Technology – determination of factor price – Interaction of product and factor market –competitive markets.

**UNIT IV PERFORMANCE OF AN ECONOMY – MACRO ECONOMICS****12**

Macro-economic aggregates – circular flow of macroeconomic activity – National income determination – Aggregate demand and supply – Macroeconomic equilibrium – Components of aggregate demand and national income – multiplier effect – Demand side management.

**UNIT V AGGREGATE SUPPLY AND THE ROLE OF MONEY****12**

Unemployment– Okun’s law – Inflation–Inflation Vs Unemployment tradeoff – Phillips curve –Supply side Policy and management- Money market- Demand and supply of money – money market equilibrium and National Income –Role of monetary policy-Fiscal policy in theory.

**TOTAL: 60 PERIODS****OUTCOME:**

- Students are expected to become familiar with both principles of micro and macroeconomics. They would also become familiar with application of these principles to appreciate the functioning of both product and input markets as well as the economy.

**TEXTBOOKS:**

1. Bernanke, Ben, Bernanke, B., Frank, R. H., Antonovics, K. L., Hefetz, O. Principles of Economics. Singapore, McGraw-Hill Education, 2018.
2. Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri and Anindya Sen, Economics, 19th edition, Tata McGraw Hill, New Delhi, 2010.
3. William Boyes and Michael Melvin, Textbook of economics, Biztantra,9th Edition, 2012.

**REFERENCES:**

1. N. Gregory Mankiw, Principles of Economics, 7th edition, Cengage, New Delhi, 2014
2. Richard Lipsey and Alec Chrystal, Economics, 12th edition, Oxford, University Press, New Delhi, 2011.
3. Karl E. Case and Ray C. fair, Principles of Economics, 12th edition, Pearson, Education Asia, New

**OBJECTIVE:**

- To enable the students to study the evolution of Management, to study the functions and principles of management and to learn the application of the principles in an organization with a perspective to to diagnose and effectively handle human behavior.

**UNIT-1 INTRODUCTION TO MANAGEMENT**

**12**

Introduction, Definition of management, Nature, Purpose and Functions, evolution of management thought, Fayol's principles of management, Levels and types of managers, managerial roles, skills for managers, Planning: Nature of Planning, Planning Process, Objectives, MBO, Strategies, policies, methods and programs, Planning Premises, Decision-making, Process of decision-making.

**UNIT-2 MANAGERIAL FUNCTIONS**

**12**

.Organizing: Organization structure, Formal and informal organizations, Principles of organizations-chain of command, span of control, delegation, decentralization, and empowerment. Types of organisations. Staffing-Directing-Controlling: Controlling, importance of controlling, controlling process, types of control, factors influencing control effectiveness.

**UNIT-3 INTRODUCTION TO ORGANISATIONAL BEHAVIOUR & INDIVIDUAL BEHAVIOUR 12**

Introduction to OB, definition, historical development, principles of OB, Introduction to individual behavior-Foundations of Individual Behaviour: Personality: Meaning, formation, determinants, traits of personality, big five and MBTI, personality attributes influencing OB.Attitude: Formation, components of attitudes. Perception: Process of perception, factors influencing perception, link between perception and individual decision-making.

**UNIT-4 GROUP BEHAVIOUR**

**12**

Team building and group dynamics, Working teams and team effectiveness, Intra team dynamics, Influence of the group on individual, Group decision making, Inter group relations. Types of culture in the organization. Meaning of change, Stages of change, why do people resist change, Overcoming resistance to change

**UNIT-5 LEADERSHIP & MOTIVATION**

**12**

Leadership: Meaning, styles of leadership, leadership theories, trait theory, behavioural theories, managerial grid - Motivation - Meaning & Types of motivation- theories of motivation-needs theory, two factor theory, Theory X and Y, application of motivational theories.

**TOTAL: 60 PERIODS**

**OUTCOMES:**

- Managerial functions like planning, organizing, staffing, leading & controlling and have same basic knowledge on international aspect of management and the degree to which one can make an individual to think beyond self.

**TEXTBOOKS:**

1. Stephen P. Robins, Organizational Behavior, PHI Learning / Pearson Education, Edition 17, 2016 (Global edition)
2. Tripathy PC & Reddy PN, —Principles of Management, Tata McGraw Hill, 1999

**REFERENCES:**

1. Harold Koontz & Heinz Weihrich —Essentials of management, Tata McGraw Hill, 1998.
2. Fred Luthans, Organizational Behavior, McGraw Hill, 12<sup>th</sup> Edition,

**COURSE OBJECTIVE:**

- Acquire a reasonable knowledge in accounts by analysis and evaluate financial statements.

**UNIT I FINANCIAL ACCOUNTING****12**

Introduction to Financial, Cost and Management Accounting- Indian Accounting Standards - Generally accepted accounting principles, Conventions and Concepts-Balance sheet and related concepts- Profit and Loss account and related concepts – Final Accounts with Adjustments

**UNIT II ANALYSIS OF FINANCIAL STATEMENTS****12**

Analysis of financial statements – Financial ratio analysis, cash flow (as per Accounting Standard) and funds flow statement analysis.

**UNIT III COST ACCOUNTING****12**

Cost Accounts - Classification of manufacturing costs - Accounting for manufacturing costs – Cost Sheet - Cost Accounting Systems: Job order costing - Process costing- Activity Based Costing- Costing and the value chain- Target costing

**UNIT –V PROFIT PLANNING AND COST CONTROL****12**

Marginal costing including decision making- Break-Even Analysis - Budgetary Control- Cost Variance Analysis - Standard cost system.

**UNIT V ACCOUNTING IN COMPUTERISED ENVIRONMENT****12**

Significance of Computerized Accounting System- Codification and Grouping of Accounts-Maintaining the hierarchy of ledgers- Pre-packaged Accounting software.

**TOTAL: 60 PERIODS****OUTCOME**

- Possess a managerial outlook at accounts.

**TEXTBOOKS**

1. Eric Noreen and Peter Brewer and Ray Garrison Managerial Accounting for Managers, 5<sup>th</sup> Edition, Tata McGraw Hill, 2019
2. M.Y. Khan& P.K. Jain, Management Accounting, Tata McGraw Hill, 2011.
3. Narayanaswamy, Financial Accounting – A managerial perspective, PHI Learning, New Delhi, 2011.

**REFERENCES**

1. Jan Williams, Financial and Managerial Accounting – The basis for business Decisions, 15th edition, Tata McGraw Hill Publishers, 2010.
2. Horngren, Surdem, Stratton, Burgstahler, Schatzberg, Introduction to Management Accounting, PHI Learning, 2011.
3. Stice & Stice, Financial Accounting Reporting and Analysis, 8th edition, Cengage Learning, 2010.
4. Singhvi Bodhanwala, Management Accounting -Text and cases, PHI Learning, 2009.
5. Ashish K. Battacharya, Introduction to Financial Statement Analysis, Elsevier, 2009

**OBJECTIVE:**

- To create the knowledge of Legal perspective and its practices to improve the business.

**UNIT I COMMERCIAL LAW THE INDIAN CONTRACT ACT 1872 9**

Definition of contract, essential elements and types of a contract, Formation of a contract, performance of contracts, breach of contract and its remedies, Quasi contracts - Contract Of Agency: Nature of agency, Creation and types of agents, Authority and liability of Agent and principal: Rights and duties of principal and agents, termination of agency.

**THE SALE OF GOODS ACT 1930 9**

Nature of Sales contract, Documents of title, risk of loss, Guarantees and Warranties, performance of sales contracts, conditional sales and rights of an unpaid seller - Negotiable Instruments Act 1881: Nature and requisites of negotiable instruments. Types of negotiable instruments, liability of parties, holder in due course, special rules for Cheque and drafts, discharge of negotiable instruments – Digital Payments – An Overview.

**UNIT II COMPANY LAW 2013 9**

Major principles – Nature and types of companies, Formation, Memorandum and Articles of Association, Prospectus, Power, duties and liabilities of Directors, winding up of companies, Corporate Governance – CSR Provisions.

**UNIT III INDUSTRIAL LAW 9**

An Overview of Factories Act - Payment of Wages Act - Payment of Bonus Act - Industrial Disputes Act.

**UNIT IV INCOME TAX ACT AND SALES TAX ACT 9**

Corporate Tax Planning - G S T – Concepts, Scope, Methods of G S T Calculation, Practical Implications of GST.

**UNIT V CONSUMER PROTECTION ACT AND INTRODUCTION OF CYBER LAWS 9**

Consumer Protection Act – Consumer rights, Procedures for Consumer grievances Redressal, Types of consumer Redressal Mechanisms and Forums- Cyber crimes, IT Act 2000 and 2008 - Updation, Cyber Laws, Introduction of IPR – Copy rights, Trade marks, Patent Act.

**TOTAL: 45 PERIODS****OUTCOME:**

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

**TEXTBOOKS:**

1. N.D. Kapoor, Elements of Mercantile Law, 38th e, 2020. N.p., Sultan Chand & Sons, 2020.
2. P. K. Goel, Business Law for Managers, Biztantatara Publishers, India, 2008

**REFERENCES:**

1. Akhileshwar Pathack, Legal Aspects of Business, 4th Edition, Tata McGraw Hill, 2009.
2. P. P. S. Gogna, Mercantile Law, S. Chand & Co. Ltd., India, 11th Edition, 2015
3. Maheshwari, S.N. and S.K. Maheshwari; A Manual of Business Law, 6th Edition, Himalaya Publishing House, 2015.

**OBJECTIVES:**

- To learn the applications of statistics in business decision making

**UNIT I PROBABILITY AND DISTRIBUTIONS 12**

Basic definitions and rules for probability, conditional probability independence of Events, Baye's theorem and random variables, probability distributions: Binomial, Poisson, Uniform and normal distributions.

**UNIT II TESTING OF HYPOTHESIS – PARAMETRIC TESTS 12**

Hypothesis testing, one sample and two sample tests for mean and proportions of large samples (Z- test), one sample and two sample tests for mean of small samples (T-test), F – test for two sample standard deviations.

**UNIT III DESIGN OF EXPERIMENT 12**

One way and two way classifications – completely randomized design – Randomized block design – Latin square design.

**UNIT IV NON – PARAMETRIC TESTS 12**

Chi square test for single sample standard deviation, Chi-square tests for independence of attributes and goodness of fit- Sign test for paired data, Rank sum test, Kolmogorov – Smirnov test for goodness of fit- comparing two populations, Mann-Whitney U – test and Krus Kal Walis test- One sample run test.

**UNIT V CORRELATION AND REGRESSION 12**

Correlation – Coefficient of determination – Rank correlation regression – Regression lines – Method of least squares.

**TOTAL: 60 PERIODS****OUTCOMES:****AT THE END OF THE COURSE, LEARNERS WILL BE ABLE TO**

- Understand basic concepts of probability, random variables, and apply probability distributions in problems arise in business.
- Apply the concept of testing of hypothesis for large samples using Z-test, in real life problem.
- Apply the concept of testing of hypothesis for large samples using t-test, F-test, in real life problem.
- Apply the basic concepts of classifications of design of experiments in the field of agriculture.
- Apply the non-parametric tests for testing the independence of attributes between samples and to test whether two samples are derived from the same population.
- Find Correlation and Regression between the two dimensional random variables.
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**TEXTBOOK**

1. Richard I Levin, David S Rubin, Sanjay Rastogi, Masood Husai Siddiqui, “Statistics for Management”, Person Educatin, 7th Edition 2016.

**REFERENCES:**

1. “Statistics for Management” by K. Subramani & A. Santha, Scitech Publication Pvt Ltd- 2017.
2. Anderson D.R, Sweney D.J. and Williams T.A, “Statistics for Business economics”, 11<sup>th</sup> edition, Thomson (South – Western) Asia, Singapore, 2012.
3. Vohra N.D., “Business Statistics”, Tata Mcgraw Hill, 2012.
4. Srivatsava TN and Shailaja Rega, “Statistics for Management”, Tata Mcgraw Hill, 2012.

**OBJECTIVES:**

- To understand the importance of information and its methods used for effective decision making in an organization using ERP systems.

**UNIT I INTRODUCTION 10**

Data, Information, Intelligence, Information Technology, Information System, evolution, types based on functions and hierarchy, System development methodologies, Functional Information Systems, DSS, EIS, KMS, GIS, International Information System.

**UNIT II DATABASE MANAGEMENT SYSTEMS 9**

DBMS – HDBMS, NDBMS, RDBMS, OODBMS, Query Processing, SQL, Concurrency Management, Data warehousing and Data Mart

**UNIT III SECURITY, CONTROL AND REPORTING 8**

Security, Testing, Error detection, Controls, IS Vulnerability, Disaster Management, Computer Crimes, Securing the Web, Intranets and Wireless Networks, Software Audit, Ethics in IT, User Interface and reporting.

**UNIT IV NEW IT INITIATIVES 8**

Role of information management in ERP, e-business, e-governance, Data Mining, Business Intelligence, Pervasive Computing, Cloud computing, CMM.

**UNIT V EMERGING TRENDS ON ERP 10**

Overview of enterprise systems- Extended ERP systems and ERP add-ons -CRM, SCM, Business analytics etc- Future trends in ERP systems-web enabled, Wireless technologies so on.

**TOTAL: 45 PERIODS****OUTCOME**

- Gains knowledge on effective applications of information systems in business

**TEXTBOOKS:**

1. Management of Information Systems. United Kingdom, IntechOpen, 2018.
2. Robert Schultheis and Mary Summer, Management Information Systems – The Managers View, Tata McGraw Hill, 2008.
3. Kenneth C. Laudon and Jane Price Laudon, Management Information Systems – Managing the digital firm, PHI Learning / Pearson Education, PHI, Asia, 2012.

**REFERENCES :**

1. Rahul de, MIS in Business, Government and Society, Wiley India Pvt Ltd, 2012
2. Gordon Davis, Management Information System: Conceptual Foundations, Structure and Development, Tata McGraw Hill, 21st Reprint 2008.
3. Haag, Cummings and Mc Cubbrey, Management Information Systems for the Information Age, McGraw Hill, 2005. 9th edition, 2013.



**OBJECTIVES:**

- To be able to analyze any data set using excel related to Economics, Statistics, Finance and Marketing.

<b>Unit I</b>	<b>Excel Introduction</b>	<b>10</b>
A description of the purpose and application of Excel - The Excel Interface- Basic Navigation & Editing - Getting going		
<b>Unit II</b>	<b>Orientation and efficiency</b>	<b>11</b>
Editing - Viewing - Cell references - Named Ranges - Basic Macros - Design		
<b>Unit III</b>	<b>Administration</b>	<b>12</b>
Customizing Excel – Housekeeping -Connecting Workbooks- Documentation- Protecting and Sharing – Googledocs -Excel troubleshooting		
<b>Unit IV</b>	<b>Data handling</b>	<b>13</b>
Sorting & Filtering - Controlling user input - Working with Dates and Times- Working with Text- Lookup & Reference - Logical Functions		
<b>Unit V</b>	<b>Data analysis &amp; Presentation</b>	<b>14</b>
Working with Numbers - Summarizing data - Simple Summaries - PivotTables 2 – Manipulating Data - PivotTables 3 – Interpreting Data Power Pivot – Handling Big Data - Formula Auditing - Advanced Macros and VBA– Modelling, Cell Formatting - Number Formatting - Conditional Formatting - Graphs and Charts Page & Print Setup		

**TOTAL: 60 PERIODS****OUTCOMES:**

- Will have a strong technical and analytical skills in excel with capabilities

**TEXT BOOKS**

1. Olafusi, Michael. Microsoft Excel and Business Data Analysis for the Busy Professional. N.p., CreateSpace Independent Publishing Platform, 2016.

**REFERENCES:**

1. <https://corporatefinanceinstitute.com/resources/ebooks/excel-book-pdf>
2. [https://www.mta.ca/uploadedFiles/Community/Administrative\\_departments/Human\\_Resources/Training\\_and\\_professional\\_development/Classroom/Excel%20Training%20-%20Level%201.pdf](https://www.mta.ca/uploadedFiles/Community/Administrative_departments/Human_Resources/Training_and_professional_development/Classroom/Excel%20Training%20-%20Level%201.pdf)
3. <https://training.it.ufl.edu/media/trainingitufledu/documents/uf-health/excel/Excel2016-Beginners.pdf>

**OBJECTIVE:**

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

**UNIT I                    INTRODUCTION TO LINEAR PROGRAMMING                    12**

Introduction to applications of operations research in functional areas of management. Linear Programming- formulation, solution by graphical and simplex methods (Primal - Penalty, Two Phase)

**UNIT II                    TRANSPORTATION AND ASSIGNMENT MODELS                    12**

Transportation Models (Minimizing and Maximizing Problems) – Balanced and unbalanced Problems – Initial Basic feasible solution by N-W Corner Rule, Least cost and Vogel's approximation methods.

Check for optimality. Solution by MODI method.

Assignment Models (Minimising and Maximising Problems) – Balanced and Unbalanced Problems.

Solution by Hungarian Method.

**UNIT III                    INTEGER PROGRAMMING AND GAME THEORY                    12**

Solution to pure and mixed integer programming problem by Branch and Bound and cutting plane algorithms. Game Theory-Two person Zero sum games-Saddle point, Algebra method with Dominance and graphical techniques

**UNIT IV                    INVENTORY MODELS, SIMULATION                    12**

Inventory Models – EOQ and EBQ Models (With and without shortages), Quantity Discount Models. Monte-carlo simulation.

**UNIT V                    QUEUING THEORY AND REPLACEMENT MODELS                    12**

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

**TOTAL: 60 PERIODS**

**OUTCOMES:**

1. Formulate Linear Programming Problems and solve them by Graphical and Simplex Method.
2. Solve Transportation and Assignment Problems.
3. Solve Pure and Mixed Integer Programming Problems.
4. Understand the usage of Game Theory for solving Business Problem.
5. Simulate different real life Probabilistic situations using Monte-Carlo simulation techniques.
6. Understand different Queueing situations and find the Optimal situations using Finite and Infinite Queue Models

**TEXT BOOK**

1 Hamdy A Taha, Introduction to Operations Research, Prentice Hall India, Ninth Edition, 2010.

**REFERENCES :**

1. Anderson , Sweeney Williams Solutions Manual to Accompany An Introduction to Management Science Quantitative Approaches To Decision, Cengage , 12th edition , 2012
2. G. Srinivasan, Operations Research – Principles and Applications, II edition , PHI, 2010.
3. Paneerselvam R., Operations Research, Prentice Hall of India, Fourth Print, 2008.
4. N. D Vohra, Quantitative Techniques in Management, TataMcgraw Hill, 2010.

**OBJECTIVES**

To familiarise the students to the principles of scientific methodology in business enquiry; to develop analytical skills of business research; to develop the skills for scientific communications.

**UNIT I INTRODUCTION** 9

Business Research – Definition and Significance – the research process – Types of Research – Exploratory and causal Research – Theoretical and empirical Research – Cross – Sectional and time – series Research – Research questions / Problems – Research objectives – Research hypotheses – characteristics

**UNIT II RESEARCH DESIGN AND MEASUREMENT** 9

Research design – Definition – Importance - types of research design – exploratory and causal research design – Descriptive and experimental design – Validity of findings – Variables in Research – Measurement and scaling – Different types of scales –Scaling techniques- Construction of instrument – Validity and Reliability of instrument.

**UNIT III DATA COLLECTION** 9

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

**UNIT IV DATA PROCESSING AND ANALYSIS** 9

Data Processing – editing – Coding – Data entry – Validity of Data – Qualitative Vs Quantitative data analyses – statistical techniques – Research applications in Marketing, Human Resource & Finance with real time examples - Application of statistical software for data analysis.

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

Research report – Different types – Contents of report – Need of Executive Summary – Chapterization – Contents of chapter – Report writing – readability – comprehension – tone – final proof – report format – title of the report – ethics in research – ethical behaviour of researcher – Subjectivity and Objectivity in research.

**TOTAL: 45 PERIODS****OUTCOMES:**

Students would become acquainted with the scientific methodology in business domain. They would also become analytically skilful. They would become familiar with the nuances of scientific communications.

**TEXTBOOKS:**

1. Donald R. Cooper, Pamela S. Schindler and J K Sharma, Business Research methods, 11<sup>th</sup> Edition, Tata Mc Graw Hill, New Delhi, 2012.
2. Alan Bryman and Emma Bell, Business Research methods, 3<sup>rd</sup> Edition, Oxford University Press, New Delhi, 2011.

**REFERENCES:**

1. Uma Sekaran and Roger Bougie, Research methods for Business, 5<sup>th</sup> Edition, Wiley India, New Delhi, 2012.
2. William G Zikmund, Barry J Babin, Jon C. Carr, Atanu Adhikari, Mitch Griffin, Business Research methods, A South Asian Perspective, 8<sup>th</sup> Edition, Cengage Learning, New Delhi, 2012.

**OBJECTIVES:**

Facilitate students to understand the operational nuances of Finance and comprehend the technique of making decisions related to finance function

**UNIT I FOUNDATIONS OF FINANCE 12**

Introduction to finance- Financial Management – Nature, scope and functions of Finance, organization of financial functions, objectives of Financial management, Major financial decisions – Concept of Risk and Return – Types of risks - Time value of money –finance - Long term Sources of finance: Shares, debentures and term loans, lease, hire purchase, venture capital financing, Private Equity- features and valuation of shares and bonds

**UNIT II COST OF CAPITAL AND FINANCING 12**

Concept and measurement of cost of capital - Specific cost and overall cost of capital. Leverages - Operating and Financial leverage – measurement of leverages – degree of Operating & Financial leverage – Combined leverage, EBIT – EPS Analysis- Indifference point. Capital structure – Theories – Net Income Approach, Net Operating Income Approach, MM Approach – Determinants of Capital structure.

**UNIT III INVESTMENT DECISIONS 12**

Capital Budgeting: Principles and techniques - Nature of capital budgeting- Identifying relevant cash flows - Evaluation Techniques: Payback, Accounting rate of return, Net Present Value, Internal Rate of Return, Profitability Index - Comparison of DCF techniques

**UNIT IV WORKING CAPITAL MANAGEMENT 12**

Principles of working capital: Concepts, Needs, Determinants, issues and estimation of working capital - Accounts Receivables Management and factoring - Inventory management - Cash management -Working capital finance: Trade credit, Bank finance and Commercial paper.

**UNIT V DIVIDEND DECISION 12**

Dividend decision- Issues in dividend decisions, Importance, Relevance & Irrelevance theories – Walter’s – Model, Gordon’s model and MM model. – Factors determining dividend policy – Types of dividend policies – forms of dividend

**TOTAL:60 PERIODS****OUTCOME:**

Possess the techniques of managing finance in an organization as a Manager.

**TEXTBOOKS:**

1. M.Y. Khan and P.K. Jain Financial management, Text, Problems and cases Tata McGraw Hill, 6th edition, 2011.
2. Aswat Damodaran, Corporate Finance Theory and practice, John Wiley & Sons, 2011.

**REFERENCES:**

1. James C. Vanhorne –Fundamentals of Financial Management– PHI Learning, 11th Edition, 2012.
2. Prasanna Chandra, Financial Management, 9th edition, Tata McGraw Hill, 2012.
3. G.Sudersena Reddy, Financial Management- Principles & Practices, Himalaya Publishing House, 2nd Edition, 2010
4. Srivatsava, Mishra, Financial Management, Oxford University Press, 2011
5. Parasuraman.N.R, Financial Management, Cengage, 2014.
6. William R.Lasher, Financial Management, 7th Edition, Cengage, 2014.

**OBJECTIVE:**

To impart the students the knowledge about HR management perspectives related to Staffing, Training, Performance, Compensation, Human factors consideration and compliance with human resource requirements.

**UNIT I PERSPECTIVES IN HUMAN RESOURCE MANAGEMENT 8**

Evolution of human resource management – The importance of the human factor – Challenges  
– Inclusive growth and affirmative action -Role of human resource manager – Human resource policies  
– Computer applications in human resource management – Human resource accounting and audit.

**UNIT II THE CONCEPT OF BEST FIT EMPLOYEE 11**

Importance of Human Resource Planning – Forecasting human resource requirement –matching supply and demand - Internal and External sources. Recruitment - Selection – induction – HRM issues and practices in the context of Outsourcing as a strategy.

**UNIT III TRAINING AND EXECUTIVE DEVELOPMENT 13**

Types of training methods –purpose- benefits- resistance. Executive development programmes  
– Common practices - Benefits – Self-development – Knowledge management.

**UNIT IV SUSTAINING EMPLOYEE INTEREST 15**

Compensation plan – Reward – Rewards and Incentives: Financial and non-financial incentives, Productivity – linked Bonus, Compensation Criteria, Rewards and Recognition.– Career management – Workers Participation in Management - Concept, Mechanisms and Experiences – Work Life Balance.

**UNIT V PERFORMANCE EVALUATION AND CONTROL PROCESS 13**

Method of performance evaluation – Feedback – Online PMS. Promotion, Demotion, Transfer and Separation –. The control process – Importance – Methods – Requirement of effective control systems grievances  
– Causes – Implications – Redressal methods.

**TOTAL: 60 PERIODS****OUTCOME:**

Students will gain knowledge and skills needed for success as Human Resources professional.

**TEXTBOOKS:**

1. Dessler, Human Resource Management, Pearson Education Limited, 14th Edition, 2015.
2. Decenzo and Robbins, Fundamentals of Human Resource Management, Wiley, 11th Edition, 2013.

**REFERENCES:**

1. Luis R.Gomez-Mejia, David B.Balkin, Robert L Cardy. Managing Human Resource. PHI Learning. 2012
2. Bernadin , Human Resource Management ,Tata McGraw Hill ,8th edition 2012.
3. Wayne Cascio, Managing Human Resource, McGraw Hill, 2007.
4. Ivancevich, Human Resource Management, McGraw Hill 2012.
5. Uday Kumar Haldar, Juthika Sarkar. Human Resource management. Oxford. 2012

**OBJECTIVE:**

To provide a broad introduction to the field of operations management and explain the concepts, strategies, tools and techniques for managing the transformation process that can lead to competitive advantage

**UNIT I INTRODUCTION TO OPERATIONS MANAGEMENT 12**

Operations Management – Nature, Importance, historical development, transformation processes, differences between services and goods, a system perspective, functions, challenges, current priorities, recent trends; Operations Strategy – Strategic fit, framework; Supply Chain Management

**UNIT II FORECASTING, CAPACITY AND FACILITY DESIGN 12**

Demand Forecasting – Need, Types, Objectives and Steps. Overview of Qualitative and Quantitative methods. Capacity Planning – Long range, Types, Developing capacity alternatives. Overview of sales and operations planning. Overview of MRP, MRP II and ERP.- Facility Location – Theories, Steps in Selection, Location Models. Facility Layout – Principles, Types, Planning tools and techniques.

**UNIT III DESIGN OF PRODUCT, PROCESS AND WORK SYSTEMS 12**

Product Design – Influencing factors, Approaches, Legal, Ethical and Environmental issues. Process – Planning, Selection, Strategy, Major Decisions. Work Study – Objectives, Procedure. Method Study and Motion Study. Work Measurement and Productivity – Measuring Productivity and Methods to improve productivity.

**UNIT IV MATERIALS MANAGEMENT 12**

Materials Management – Objectives, Planning, Budgeting and Control. Purchasing – Objectives, Functions, Policies, Vendor rating and Value Analysis. Stores Management – Nature, Layout, Classification and Coding. Inventory – Objectives, Costs and control techniques. Overview of JIT.

**UNIT V SCHEDULING AND PROJECT MANAGEMENT 12**

Project Management – Scheduling Techniques, PERT, CPM; Scheduling - work centers – nature, importance; Priority rules and techniques, shop floor control; Flow shop scheduling – Johnson's Algorithm – Gantt charts; personnel scheduling in services.

**TOTAL: 60 PERIODS****OUTCOME:**

Understanding of the strategic and operational decisions in managing manufacturing and service organizations and appreciation of the role of operations management function in an organization.

**TEXTBOOKS:**

1. Richard B. Chase, Ravi Shankar, F. Robert Jacobs, Nicholas J. Aquilano, Operations and Supply Management, Tata McGraw Hill, 12<sup>th</sup> Edition, 2010.
2. Norman Gaither and Gregory Frazier, Operations Management, South Western Cengage, 2002.

**REFERENCES:**

1. William J Stevenson, Operations Management, Tata McGraw Hill, 11<sup>th</sup> Edition, 2015.
2. Russel and Taylor, Operations Management, Wiley, 8th Edition, 2015.
3. Kanishka Bedi, Production and Operations Management, Oxford University, 3<sup>rd</sup> Edition, 2013.
4. Chary S. N, Production and Operations Management, Tata McGraw Hill, 5<sup>th</sup> Edition, 2013.
5. Aswathappa K and Shridhara Bhat K, Production and Operations Management, Himalaya Publishing House, Revised Second Edition, 2008.
6. Mahadevan B, Operations Management Theory and practice, Pearson Education, 3<sup>rd</sup> Edition, 2015
7. Pannerselvam R, Production and Operations Management, Prentice Hall India, Second Edition, 2008.

**OBJECTIVES:**

Developing an understanding of ideas and nuances of modern marketing with the process to formulate and manage the B2B marketing strategy aiding market analysis practices.

**UNIT I INTRODUCTION 12**

Introduction: Concept, nature, scope and importance of marketing; Marketing concept and its evolution; Marketing mix; Strategic marketing planning – an overview.

Market Analysis and Selection: Marketing environment – macro and micro components and their impact on marketing decisions; Market segmentation and positioning; Buyer behavior; consumer versus Organizational buyers; Consumer decision making process.

**UNIT II MARKETING STRATEGY 12**

Marketing strategy formulations – Key Drivers of Marketing Strategies - Strategies for Industrial Marketing – Consumer Marketing — Services marketing – Competitor analysis - Analysis of consumer and industrial markets – Strategic Marketing Mix components.

**UNIT III MARKETING MIX DECISIONS 12**

Product Decisions: Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labeling; Product life cycle – strategic implications; New product development and consumer adoption process. Pricing Decisions: Factors affecting price determination; Pricing policies and strategies; Discounts and rebates.

Distribution Channels and Physical Distribution Decisions: Nature, functions, and types of Distribution channels; Distribution channel intermediaries; Channel management decisions; Retailing and wholesaling.

Promotion Decisions: Communication Process; Promotion mix – advertising, personal selling, sales promotion, publicity and public relations; Determining advertising budget; Copy Designing and testing; Media selection; Advertising effectiveness; Sales promotion – tools and techniques.

**UNIT IV BUYER BEHAVIOUR 12**

Understanding industrial and individual buyer behaviour - Influencing factors – Buyer Behavior Models

– Online buyer behaviour - Building and measuring customer satisfaction – Customer relationships management – Customer acquisition, Retaining, Defection.

**UNIT V MARKET RESEARCH ISSUES AND DEVELOPMENTS IN MARKETING 12**

Marketing Research: Meaning and scope of marketing research; Marketing research process.

Marketing Organisation and Control: Organizing and controlling marketing operations. Issues and Developments in Marketing: Social, ethical and legal aspects of marketing; Marketing of services; International marketing; Green marketing; Cyber marketing; Relationship marketing and other developments of marketing.

**TOTAL: 60 PERIODS****OUTCOMES:**

Knowledge of resolving marketing related issues with an extreme awareness of marketing management.

**TEXTBOOKS:**

1. Keller, Kevin Lane, et al. Marketing Management. United Kingdom, Pearson Education Limited, 2019.
2. KS Chandrasekhar, “Marketing management-Text and Cases”, Tata McGraw Hill, Fiedition,2010

**REFERENCES:**

1. Lamb, hair, Sharma, Mc Daniel– Marketing – An Innovative approach to learning and teaching-
2. Paul Baines, Chris Fill and Kelly Page, Marketing, Oxford University Press, 2<sup>nd</sup> Edition, 2011.
3. MichealR.Czinkota& Masaaki Kotabe, Marketing Management, Cengage, 2000.

**OBJECTIVE:**

. To have hands-on experience on decision modeling.

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

S.No.	Exp. No.	Details of experiments Name	Duration
1	1	Descriptive Statistics	4
2	2	Hypothesis - Parametric	4
3	3	Hypothesis – Non-parametric	4
4	4	Correlation & Regression	4
5	5	Forecasting	4
6	-	Extended experiment – 1	4
7	6	Portfolio Selection	4
8	7	Risk Analysis & Sensitivity Analysis	4
9	8	Revenue Management	4
10	-	Extended experiment – 2	4
11	9	Transportation & Assignment	4
12	10	Networking Models	4
13	11	Queuing Theory	4
14	12	Inventory Models	4
15	-	Extended experiments – 3	4

- Spreadsheet Software and
- Data Analysis Tools

**TOTAL: 60 PERIODS**

**OUTCOME**

Knowledge of spreadsheets and data analysis software for business modeling for decisions.

**TEXTBOOKS**

1. Hansa Lysander Manohar , “ Data Analysis and Business Modelling using MS Excel “, PHI Learning private Ltd, 2017.
2. David M. Levine et al, “Statistics for Managers using MS Excel’ (6<sup>th</sup> Edition) Pearson, 2010
3. David R. Anderson, et al, ‘An Introduction to Management Sciences: Quantitative approaches to Decision Making, (13<sup>th</sup> edition) South-Western College Pub, 2011.
4. William J. Stevenson, CeyhunOzgur, ‘Introduction to Management Science with Spreadsheet’, Tata McGraw Hill, 2009.
5. Wayne L. Winston, Microsoft Excel 2010: Data Analysis & Business Modeling, 3<sup>rd</sup> edition, Microsoft Press, 2011.
6. Vikas Gupta, Comdex Business Accounting with Ms Excel, 2010 and Tally ERP 9.0 Course Kit, Wiley India, 2012
7. Kiran Pandya and Smriti Bulsari, SPSS in simple steps, Dreamtech, 2011.



**OBJECTIVES:**

To learn the major initiatives taken by a company's top management on behalf of corporate, involving resources and performance in external environments by specifying the organization's mission, vision and objectives, developing policies and plan to understand the analysis and implementation of strategic management in strategic business units.

**UNIT I STRATEGY AND PROCESS****12**

Conceptual framework for strategic management, the Concept of Strategy and the Strategy Formation Process – strategists at various management levels, Types of Strategies, Limitations of Strategic Management - Stakeholders in business – Vision, Mission and Purpose – Business definition, Objectives and Goals - Corporate Governance and Social responsibility-case study.

**UNIT II COMPETITIVE ADVANTAGE****12**

External Environment - Porter's Five Forces Model-Strategic Groups Competitive Changes during Industry Evolution-Globalization and Industry Structure - National Context and Competitive advantage Resources-Capabilities and competencies-core competencies- Distinctive Competencies- Resources and Capabilities durability of competitive Advantage- Avoiding failures and sustaining competitive advantage-Case study.

**UNIT III STRATEGIES****12**

The generic strategic alternatives – Stability, Expansion, Retrenchment and Combination strategies - Business level strategy -Corporate Strategy- Vertical Integration-Diversification and Strategic Alliances-Introduction, Types of Strategic Alliances and Business Decisions, Problems Involved in Strategic Alliances - 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 IV STRATEGY IMPLEMENTATION & EVALUATION****12**

The implementation process, Resource allocation, Designing organizational structure-Designing Strategic Control Systems- Matching structure and control to strategy-Implementing Strategic change-Politics-Power and Conflict-Techniques of strategic evaluation & control-case study

**UNIT V OTHER STRATEGIC ISSUES****12**

Functional Issues – Financial, Marketing, Operations and Personnel Plans and policies. Managing Technology and Innovation- Strategic issues for Non Profit organizations. New Business Models and strategies for Internet Economy-case study.

**TOTAL: 60 PERIODS****OUTCOMES:**

This Course will create knowledge and understanding of management concepts principles and skills from a people and their strategies within a changing context to meet stakeholder interests information systems to learn from failure key tools and techniques for the analysis and design of information systems, including their human and organizational as well as technical aspects.

**TEXT BOOKS:**

1. Hill. Strategic Management : An Integrated approach, 2009 Edition Wiley (2012).
2. AzharKazmi, Strategic Management and Business Policy, 3rd Edition,Tata McGraw Hill, 2008.

**REFERENCES:**

- 1.Adriau H,Aberberg and Alison Rieple, Strategic Management Theory & Application, Oxford University Press, 2008.
2. Lawrence G. Hrebiniak, Making strategy work, Pearson, 2005.
3. Gupta, Gollakota and Srinivasan, Business Policy and Strategic Management – Concepts and Application, Prentice Hall of India, 2005.
4. Dr.DharmaBir Singh, Strategic Management & Business Policy, KoGent Learning Solutions Inc., Wiley, 2012.

**OBJECTIVE:**

To give the students an overview of quality and TQM and explaining the salient contributions of Quality Gurus like Deming, Juran and Crosby. General barriers in implementing TQM.

**UNIT I INTRODUCTION: 9**

Introduction - Need for quality - Evolution of quality - Definitions of quality - Dimensions of product and service quality - Basic concepts of TQM - TQM Framework - Contributions of Deming, Juran and Crosby - Barriers to TQM - Quality statements - Customer focus - Customer orientation, Customer satisfaction, Customer complaints, and Customer retention - Costs of quality

**UNIT II TQM PRINCIPLES: 9**

Leadership - Strategic quality planning, Quality Councils - Employee involvement - Motivation, Empowerment, Team and Teamwork, Quality circles Recognition and Reward, Performance appraisal - Continuous process improvement - PDCA cycle, 5S, Kaizen - Supplier partnership - Partnering, Supplier selection, Supplier Rating.

**UNIT III TQM TOOLS & TECHNIQUES: 9**

The seven traditional tools of quality - New management tools - Six sigma: Concepts, Methodology, applications to manufacturing, service sector including IT - Bench marking - Reason to bench mark, Bench marking process - FMEA - Stages, Types.

**UNIT IV TQM TOOLS & TECHNIQUES 9**

Control Charts - Process Capability - Concepts of Six Sigma - Quality Function Development (QFD) - Taguchi quality loss function - TPM - Concepts, improvement needs - Performance measures.

**UNIT-V QUALITY MANAGEMENT SYSTEMS 9**

Need for ISO – Standards -ISO 9001-2015- Quality System - Elements, e-Documentation, Quality Auditing - QS 9000 - ISO 14000 - Concepts, Requirements and Benefits - TQM Implementation in manufacturing and service sectors.

**TOTAL: 45 PERIODS****OUTCOME:**

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

**TEXTBOOKS:**

1. Bhat, K. Shridhara. Total Quality Management: Text and Cases. India, Himalaya Publishing House, 2015.
2. Dale Biesterfield, Carol Biesterfield – Michna, Glen H. Besterfield, Mary Besterfield – Sacre, Hermant – Urdhwareshe, Rashmi Urdhwareshe, Total Quality Management, Revised Third edition, Pearson Education, 2011

**REFERENCES:**

1. Douglas C. Montgomery, Introduction to Statistical Quality Control, Wiley Student Edition, 4<sup>th</sup> Edition, Wiley India Pvt Limited, 2008.
2. James R. Evans and William M. Lindsay, The Management and Control of Quality, Sixth Edition, Thomson, 2005.
3. Poornima M. Charantimath, Total Quality Management, Pearson Education, Second Edition, 2011 Indian standard – quality management systems – Guidelines for performance improvement (Fifth Revision), Bureau of Indian standards, New Delhi.

**OBJECTIVE:**

To develop and strengthen entrepreneurial quality and motivation in students. To impart basic entrepreneurial skills and understandings to run a business efficiently and effectively.

**UNIT I ENTREPRENEURIAL COMPETENCE 9**

Entrepreneurship concept – Entrepreneurship as a Career – Entrepreneurial Personality Characteristics of Successful, Entrepreneur – Knowledge and Skills of Entrepreneur. Case studies of Indian Entrepreneurs .

**UNIT II ENTREPRENEURIAL ENVIRONMENT 9**

Business Environment - Role of Family and Society - Entrepreneurship Development Training and Other Support Organizational Services - Central and State Government Industrial Policies and Regulations - International Business. case studies

**UNIT III BUSINESS PLAN PREPARATION 9**

Sources of Product for Business - Prefeasibility Study - Criteria for Selection of Product - Ownership - Capital - Budgeting Project Profile Preparation - Matching Entrepreneur with the Project - Feasibility Report Preparation and Evaluation Criteria.

**UNIT IV LAUNCHING OF SMALL BUSINESS 9**

Finance and Human Resource Mobilization Operations Planning - Market and Channel Selection - Growth Strategies - Product Launching – Incubation, Venture capital, IT startups. Case studies of IT start-ups.

**UNIT V MANAGEMENT OF SMALL BUSINESS 9**

Monitoring and Evaluation of Business - Preventing Sickness and Rehabilitation of Business Units-Effective Management of small Business. Govt. scheme for sick units.

**TOTAL: 45 PERIODS****OUTCOME:**

- . Students will gain knowledge and skills needed to run a business.

**TEXTBOOKS:**

1. Hisrich, Entrepreneurship, Edition 9, Tata McGraw Hill, New Delhi, 2014.
2. Drucker, Peter. Innovation and Entrepreneurship. United Kingdom, Routledge, 2015.
3. S.S.Khanka, Entrepreneurial Development, S.Chand and Company Limited, New Delhi, (Revised Edition) 2013.

**REFERENCES:**

1. Mathew Manimala, Entrepreneurship Theory at the Crossroads, Paradigms & Praxis, Biztrantra, 2<sup>nd</sup> Edition ,2005
2. Prasanna Chandra, Projects – Planning, Analysis, Selection, Implementation and Reviews, Tata McGraw-Hill, 1996.
3. P.Saravanavel, Entrepreneurial Development, Ess Pee kay Publishing House, Chennai 1997.
4. Arya Kumar. Entrepreneurship. Pearson, 2012.
5. Donald F Kuratko, T.V Rao. Entrepreneurship: A South Asian perspective. Cengage, 2012

**OBJECTIVE:** To understand how communication works, and to manage the assumptions more effectively. Helps students communicate effectively, appropriately and clearly in all situations.

**UNIT I COMMUNICATION IN BUSINESS** - Systems approach- forms - functions and principles of communication - management and communication- communication patterns - barriers to communication - interpersonal perception – SWOT analysis -Johari Window -Transactional Analysis.

6

**UNIT II NON-VERBAL AND INTERCULTURAL COMMUNICATION** - Importance of non-verbal communication - personal appearance - facial expressions- movement- posture – gestures - eye contact –voice - beliefs and customs- worldview and attitude.

6

**UNIT III ORAL COMMUNICATION** - Listening - types and barriers to listening - speaking - planning and audience awareness - persuasion- goals - motivation and hierarchy of needs - attending and conducting interviews- participating in discussions, debates - and conferences - presentation skills-para-linguistic features -fluency development strategies.

6

**UNIT IV BUSINESS CORRESPONDENCE** - Business letter - principles of business writing- memos -e-mails – agendas- minutes- sales letter- enquiries- orders- letters of complaint- claims and adjust-ments-notice and tenders- circulars- letters of application and résumé.

6

**UNIT V BUSINESS PROPOSALS AND REPORTS** - Project proposals- characteristics and structure-Project reports – types- characteristics,-structure-Appraisal reports – performance appraisal, product appraisal- Process and mechanics of report writing- visual aids- abstract - executive summary-recommendation writing- definition of terms.

6

**TOTAL: 30 PERIODS**

**OUTCOME:**

Students will be able to identify barriers to effective communication and how to overcome them.

**TEXT BOOKS:**

1. Miller, Liam Perry & Tyler. Business Communication: Skills and Techniques. United Kingdom, EDTECH, 2018.
2. Gerson, Sharan J., and Steven M Gerson, “Technical Writing: Process and Product”, Pearson Education, New Delhi, 8th Edition, 2013.
3. Murphy, Herta, Herbert W Hildebrandt, and Jane P Thomas, “Effective Business Communication”, 7th ed. Tata McGraw-Hill, New Delhi.
4. Bovee, Courtland and John V Thill, “Business Communication Today”, Pearson Education, New Delhi, 11th edition, 2012.

**REFERENCE BOOKS:**

1. McGrath, E. H., S. J, “Basic Managerial Skills for All”, Prentice-Hall of India, New Delhi, 8th ed. 2011.
2. Raman, Meenakhshi, and Prakash Singh, “Business Communication”, O U P, New Delhi, 2nd Edition, 2012.
3. Stuart Bonne E., Marilyn S Sarow and Laurence Stuart, “Integrated Business Communication in a Global Market Place”,3rd ed. John Wiley India, New Delhi, 2007.

# **ELECTIVES**

**OBJECTIVES:**

- To understand the concepts of consumer behaviour and its application in purchase decisions relating the psychological social and cultural drivers behind consumer behaviour and marketing

**UNIT I INTRODUCTION 9**

Concepts – Significance – Dimensions of Consumer Behavior – Application of knowledge of Consumer Behaviour in marketing decisions.

**UNIT II CONSUMER BEHAVIOR MODELS 9**

Industrial and individual consumer behaviour models - Howard- Sheth, Engel – Kollat, Webstar and wind Consumer Behaviour Models – Implications of the models on marketing decisions.

**UNIT III INTERNAL INFLUENCES 9**

Psychological Influences on consumer behavior – motivation – perception – personality Learning and Attitude- Self Image and Life styles – Consumer expectation and satisfaction.

**UNIT IV EXTERNAL INFLUENCES 9**

Socio-Cultural, Cross Culture - Family group – Reference group – Communication - Influences on Consumer behavior

**UNIT V PURCHASE DECISION PROCESS 9**

High and low involvement - Pre-purchase and post-purchase behavior – Online purchase decision process – Diffusion of Innovation – Managing Dissonance - Emerging Issues.

**TOTAL: 45 PERIODS****OUTCOMES :**

- Identify the major individual, social and cultural factors that affect consumers' decision making process; by exploring the essence of how consumers make decisions and assess the relevant implications for marketing practitioners.

**TEXTBOOKS:**

1. Wright, Malcolm, et al. Consumer Behaviour: Applications in Marketing. United Kingdom, SAGE Publications, 2016.
2. Leon G Schiffman, Joseph Wisemblit, S Ramesh Kumar , Consumer Behaviour, 11th edition, Pearson, 2015
3. Barry J.Babin, Eric G.Harris, Ashutosh Mohan, Consumer Behavior: A South Asian Perspective, Cengage Learning, Indian Edition, 6th Edition, 2016

**REFERENCES :**

1. P.C.Jain and Monika Bhatt., Consumer Behavior in Indian Context, S.Chand & Company, 2013.
2. Srabanti Mukherjee, Consumer behavior, Cengage Learning, 2012.
3. Assael, Consumer Behavior - A Strategic Approach, Biztranza, 2008
4. Dinesh kumar ,Consumer Behaviour, Oxford University Press,2015.

**OBJECTIVE:**

- To understand the need and importance of maintaining a good Customer Relationship.

**UNIT I INTRODUCTION****9**

Definitions – Concepts and context of relationship Management – Evolution - Transactional Vs Relationship Approach – CRM as a strategic marketing tool – CRM significance to Stakeholders

**UNIT II UNDERSTANDING CUSTOMERS****9**

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

**UNIT III CRM STRUCTURES****9**

Elements of CRM – CRM Process – Strategies for Customer acquisition – Retention and Prevention of defection – Models of CRM – CRM road map for business applications.

**UNIT IV CRM PLANNING AND IMPLEMENTATION****9**

Strategic CRM planning process – Implementation issues – CRM Tools- Analytical CRM – Operational CRM – Call center management – Role of CRM Managers.

**UNIT V TRENDS IN CRM****9**

E- CRM Solutions – Data Warehousing – Data mining for CRM – an introduction to CRM software packages.

**TOTAL: 45 PERIODS****OUTCOME :**

- To use strategic customer acquisition and retention techniques in CRM.

**TEXTBOOKS:**

1. Baran, Roger J., and Galka, Robert J.. Customer Relationship Management: The Foundation of Contemporary Marketing Strategy. United Kingdom, Taylor & Francis, 2016.
2. G.Shainesh, Jagdish, N.Sheth, Customer Relationship Management A Strategic Prespective, Macmillan 2010
3. Alok Kumar et al, Customer Relationship Management : Concepts and applications, Biztantra, 2008

**REFERENCES :**

1. H.Peeru Mohamed and A.Sahadevan, Customer Relation Management, Vikas Publishing 2005.
2. Jim Catheart, The Eight Competencies of Relationship selling, Macmillan India, 2005.
3. Assel, Consumer Behavior, Cengage, 6<sup>th</sup> Edition.
4. Kumar, Customer Relationship Management - A Database Approach, Wiley India, 2007.
5. Francis Buttle, Customer Relationship Management : Concepts & Tools, Elsevier, 2004. Zikmund. Customer Relationship Management, Wiley 2012

**OBJECTIVE:**

This course introduces students to the basic concepts of advertising and sales promotion and how business organizations and other institutions carry out such activities.

**UNIT I INTRODUCTION TO ADVERTISEMENT**

Concept –definition-scope-Objectives-functions-principles of advertisement – Social, Economic and Legal Implications of advertisements – setting advertisement objectives – Advertisement Agencies – Selection and remuneration – Advertisement campaigns – case studies.

**UNIT II ADVERTISEMENT MEDIA****9**

Media plan – Type and choice criteria – Reach and frequency of advertisements – Cost of advertisements - related to sales – Media strategy and scheduling. design and execution of advertisements -Message development – Different types of advertisements – Layout – Design appeal – Copy structure – Advertisement production – Print – Radio. T.V. and Web advertisements – Media Research – Testing validity and Reliability of ads – Measuring impact of advertisements – case studies.

**UNIT III SALES PROMOTION****9**

Scope and role of sale promotion – Definition – Objectives of sales promotion - sales promotion techniques – Trade oriented and consumer oriented. Sales promotion – Requirement identification – Designing of sales promotion campaign – Involvement of salesmen and dealers – Out sourcing sales promotion national and international promotion strategies – Integrated promotion – Coordination within the various promotion techniques – Online sales promotions- case studies.

**UNIT IV PERSONAL SELLING****9**

Introduction – Meaning – Functions- Personal selling process – Evaluation – Compensation – Motivation- Territory Management – Sales Report Preparation and Presentation- Ethical Issues

**UNIT V PUBLICITY AND PUBLIC RELATIONS****9**

Introduction – Meaning – Objectives –Scope-Functions-integrating PR in to Promotional Mix-Marketing Public Relation function- Process of Public Relations-advantages and disadvantages of PR-Measuring the Effectiveness of PR- PR tools and techniques. Difference between Marketing, PR and Publicity -- Social publicity – Web Publicity and Social media – Publicity Campaigns

**TOTAL: 45 PERIODS****OUTCOME :**

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

**TEXTBOOKS:**

1. Blakeman, Robyn. Integrated Marketing Communication: Creative Strategy from Idea to Implementation. United States, Rowman & Littlefield Publishers, 2018.
2. George E Belch and Michel A Belch, Advertising & Promotion, Tata McGraw Hill, 10th edition, 2014
3. Wells, Moriarty & Burnett, Advertising, Principles & Practice, Pearson Education, 7th Edition, 2007.

**REFERENCES :**

1. Kenneth Clow. Donald Baack, Integrated Advertisements, Promotion and Marketing communication, Prentice Hall of India, New Delhi, 3rd Edition, 2006.
2. Terence A. Shimp and J.Craig Andrews, Advertising Promotion and other aspects of Integrated Marketing Communications, CENGAGE Learning, 9th edition, 2016
3. S. H. H. Kazmi and Satish K Batra, Advertising & Sales Promotion, Excel Books, New Delhi, 3rd Revised edition edition, 2008.
4. Julian Cummings, Sales Promotion: How to Create, Implement and Integrate Campaigns that Really Work, Kogan Page, London, Fifth Edition Edition, 2010.



**OBJECTIVES:**

- To understand the concept of effective Retailing Management includes Formats, Decisions & Shopper Behavior's impact.

**UNIT – I INTRODUCTION****9**

Introduction, Meaning of Retailing - Retailing Management Decision Process- Product Retailing vs. Service Retailing - Types of Retailers– Challenges and opportunities – Retail trends in India – Socio economic and technological Influences on retail management – Government of India policy implications on retails.

**UNIT – II RETAIL FORMATS****9**

Organized and unorganized formats – Different organized retail formats – Characteristics of each format – Emerging trends in retail formats – MNC's role in organized retail formats

**UNIT – III RETAILING DECISIONS****9**

Choice of retail locations - Factors Affecting Retail Location Decisions- internal and external atmospherics – Positioning of retail shops – Building retail store Image - Retail service quality management – Retail Supply Chain Management – Retail Pricing Decisions. Mercandising and category management – Activities of a Merchandiser.

**UNIT – IV RETAIL SHOP MANAGEMENT****9**

Visual Merchandise Management – Space Management – Retail Inventory Management – Retail accounting and audits - Retail store brands – Retail advertising and promotions – E-Tailing- Introduction - E-tailing - Technology in Retail Marketing Decisions - Factors Influences the Growth of E-Tailing - Advantages & Disadvantages of E-Tailing.

**UNIT – V RETAIL SHOPPER BEHAVIOUR****9**

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

**TOTAL: 45 PERIODS****OUTCOMES:**

- To manage the retail chains and understand the Retail Customer's Behavior.

**TEXT BOOKS:**

1. Retail Management: An Effective Management Strategy for Retail Store Managers. N.p., Nestfame Creations Pvt. Ltd., 2019.
2. Michael Havy ,Baston, Aweitz and Ajay Pandit, Retail Management, Tata Mcgraw Hill, Sixth Edition, 2007
3. Ogden, Integrated Retail Management, Biztantra, India, 2008.

**REFERENCES:**

1. Patrick M. Dunne and Robert F Lusch, Retailing, Thomson Learning, 4th Edition 2008.
2. Chetan Bajaj, Rajnish Tow and Nidhi V. Srivatsava, Retail Management, Oxford University Press, 2007.
3. SwapnaPradhan, Retail Management -Text and Cases, Tata McGraw Hill, 3rd Edition,2009

**OBJECTIVES:**

- To understand the meaning of services and the significance of marketing the services.

**UNIT I INTRODUCTION****9**

Definition – Service Economy – Evolution and growth of service sector – Nature and Scope of Services – Unique characteristics of services - Challenges and issues in Services Marketing Goods & Services marketing - Characteristics of services, Classifications of services.

**UNIT II SERVICE MARKETING OPPORTUNITIES****9**

Environment of Service Marketing ( Micro as well as Macro) - Assessing service market potential - Classification of services – Expanded marketing mix – Service marketing – Environment and trends – Service market segmentation, targeting and positioning.

**UNIT III SERVICE DESIGN AND DEVELOPMENT****9**

Service Life Cycle – New service development – Service Blue Printing – GAP model of Service Quality – Measuring service quality – SERVQUAL – Service Quality function development.

**UNIT IV SERVICE DELIVERY & CREATING VALUE IN A COMPETITIVE MARKET****9**

Positioning a service in the market, value addition to the service product, planning and branding service products, new service development. Positioning of services – Designing service delivery System, Service Channel – Pricing of Services, methods – Service marketing triangle - Integrated Service Marketing Communication

**UNIT V MARKETING PLANS AND STRATEGIES FOR SERVICES****9**

The Marketing planning process - Service Marketing Strategies for health – Hospitality – Tourism – Financial – Logistics - Educational – Entertainment & public utility Information technique Services

**TOTAL: 45 PERIODS****OUTCOMES:**

- Will be able to apply the concepts of services marketing in promoting services.

**TEXT BOOKS:**

1. Bateson, John E.G., and Hoffman, K. Douglas. Services Marketing: Concepts, Strategies, & Cases. United States, Cengage Learning, 2017.
2. Christopher H. Lovelock and Jochen Wirtz, Services Marketing, Pearson Education, New Delhi, 7th edition, 2011
3. Hoffman, Cengage Learning, Marketing of Services 1st Edition, 2008
4. Halen Woodroffe, Services Marketing, McMillan, 2003

**REFERENCES:**

1. Kenneth E Clow, et al, Services Marketing Operation Management and Strategy, Biztantra, 2nd Edition, New Delhi, 2004
2. Valarie Zeithaml et al, Services Marketing, 5th International Edition, Tata McGraw Hill, 2007

**OBJECTIVE:**

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

**UNIT I INTRODUCTION 9**

Supply Chain – Fundamentals –Evolution- Role in Economy - Importance - Decision Phases - Supplier-Manufacturer-Customer chain. - Enablers/ Drivers of Supply Chain Performance. Supply chain strategy - Supply Chain Performance Measures.

**UNIT II STRATEGIC SOURCING 9**

Outsourcing – Make Vs buy - Identifying core processes - Market Vs Hierarchy - Make Vs buy continuum - Sourcing strategy - Supplier Selection and Contract Negotiation. Creating a world class supply base-Supplier Development - World Wide Sourcing.

**UNIT III SUPPLY CHAIN NETWORK 9**

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

**UNIT IV PLANNING DEMAND, INVENTORY AND SUPPLY 9**

Managing supply chain cycle inventory. Uncertainty in the supply chain -- Analyzing impact of supply chain redesign on the inventory - Risk Pooling - Managing inventory for short life - cycle products - multiple item - multiple location inventory management. Pricing and Revenue Management

**UNIT V CURRENT TRENDS 9**

Supply Chain Integration - Building partnership and trust in SC Value of Information: Bullwhip Effect - Effective forecasting - Coordinating the supply chain. . SC Restructuring - SC Mapping -SC process restructuring, Postpone the point of differentiation – IT in Supply Chain - Agile Supply Chains - Reverse Supply chain. Agro Supply Chains.

**TOTAL: 45 PERIODS****OUTCOME:**

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

**TEXTBOOKS:**

1. Mangan, John, and Lalwani, Chandra C.. Global Logistics and Supply Chain Management. United Kingdom, Wiley, 2016.
2. Janat Shah, Supply Chain Management – Text and Cases, Pearson Education, 2009.
3. Sunil Chopra and Peter Meindl, Supply Chain Management-Strategy Planning and Operation, PHI Learning / Pearson Education, Sixth edition, 2015.

**REFERENCES :**

1. Ballou Ronald H, Business Logistics and Supply Chain Management, Pearson Education, 5<sup>th</sup> Edition, 2007.
2. David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi, Designing and Managing the Supply Chain: Concepts, Strategies, and Cases, Tata McGraw-Hill, 2005.
3. Altekar Rahul V, Supply Chain Management-Concept and Cases, PHI, 2005.
4. Shapiro Jeremy F, Modeling the Supply Chain, Cengage, Second Reprint , 2002.
5. Joel D. Wisner, G. Keong Leong, Keah-Choon Tan, Principles of Supply Chain Management- A Balanced Approach, South-Western, Cengage, 2012.

**OBJECTIVE:**

To explicit the students with a perspective of International Marketing Management, its environment and complexities.

**Unit I Introduction to International Marketing 9**

Introduction, Scope of International Marketing, International Marketing vs. Domestic Marketing, Principles of International Marketing, Customer value and the value equation, Competitive or differential advantage, Management Orientations, MNCs and TNCs, Benefits of international marketing - International Marketing Environment - International Trade Environment

**Unit II International Market Entry Strategies & International Marketing Research 9**

Introduction, Different Entry Modes and Market Entry Strategies, joint Ventures, Strategic Alliances, Direct Investment, Manufacturing and Franchising - Concept of Marketing Research, Need for Marketing Research, Approach to Marketing Research, Scope of International Marketing Research, International Marketing Research Process, market surveys, marketing information system

**Unit III International Product Policy and Planning 9**

Introduction, Products: National and International, the new Product Development, International Product Planning, Product Adoption and Standardization, International Market Segmentation, Influences on Marketing Plan and Budget, International Product Marketing, Marketing of Services

**Unit IV International Pricing Policy & Distribution and Logistics Planning 9**

Introduction, Price and Non-Price Factors, Methods of Pricing, International Pricing Strategies, Dumping and Price Distortion, Counter Trade - International Logistics Planning, Distribution –

Definition and Importance, Direct and Indirect Channels, factors Involved in Distribution Systems, Modes of Transportation, International Packaging - International Promotional Strategies

**Unit V Foreign Markets and Export Marketing 9**

Introduction, choosing appropriate mode of operations, Issues Related to Exports, processing an Export Order, Entering into export contract, Export Pricing and Costing, Export -Import (EXIM) Policy- Export Marketing Documentation: Introduction, Significance of export documentation, the statutory control, declaration forms, disposal of export documentation form, major documents - Foreign Exchange and Foreign Currency- Foreign Trade Policy - Legal and Ethical Issues in International Marketing

**TOTAL: 45 PERIODS****OUTCOMES:**

Able to develop the skills in researching and analyzing trends in global markets and in modern marketing practice on International Markets.

**TEXTBOOKS:**

1. Helsen, Kristiaan, and Kotabe, Masaaki (Mike). Global Marketing Management. United Kingdom, Wiley, 2020.
2. Douglas and Craig. Global Marketing Strategy. McGraw-Hill, Inc.
3. Keegan and Green. Global Marketing. Pearson-Prentice Hall.

**REFERENCES:**

1. Keegan, W. J. And M. C. Green. "Global Marketing". Global Edition. Seventh Edition. Pearson Prentice Hall 2013.
2. Johny Johansson, "GLOBAL MARKETING: Foreign Entry, Local Marketing, and Global Management", Fifth Edition, McGraw Hill International Edition, 2009
3. Hollensen, S (2010), Global marketing. Financial Times/Prentice Hall.
4. Ghauri, P. N. and P.R. Cateora (2010), International marketing. McGraw Hill

**OBJECTIVE:**

To make the students understand the various methods and medias in digital marketing

**9****UNIT 1**

Creating initial digital marketing plan - Content management - SWOT analysis - Target group analysis

**UNIT – 2****9**

SEO Optimization - Writing the SEO content - Google Ad Words - creating accounts - Google Ad Words - types - Introduction to CRM - CRM platform - CRM models

**UNIT – 3****9**

Introduction to Web analytics - Web analytics - levels - Introduction of Social Media - Marketing Creating a Facebook page Visual identity of a Facebook page - Types of publications Business opportunities and Instagram options - Optimization of Instagram profiles - Integrating Instagram with a website and other social networks – Keeping up with posts

**UNIT – 4****9**

Business tools on LinkedIn - Creating campaigns on LinkedIn - Analyzing visitation on LinkedIn Creating business accounts on YouTube - YouTube Advertising - YouTube Analytics Creating a Facebook page - Visual identity of a Facebook page - Types of publications

**9****UNIT – 5**

Facebook Ads• Creating Facebook Ads• Ads Visibility E-mail marketing• E-mail marketing plan• E-mail marketing campaign analysis Digital Marketing Budgeting- resource planning- cost estimating- cost budgeting- cost control.

**TOTAL: 45 PERIODS****OUTCOME:**

Ability to market product and services through digital marketing tools

**Text book**

1. Pulizzi, J. The Beginner's Guide to Digital Marketing (2015). Digital Marketer. (2014) Epic Content Marketing, Mcgraw Hill Education

**Reference book**

1. Ryan, D. (2014 ). Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, Kogan Page Limited.

**OBJECTIVES:**

- To grasp how banks raise their sources and how they deploy it and manage the associated risks

**UNIT I OVERVIEW OF INDIAN BANKING SYSTEM 9**

Overview of Indian Banking System, Functions of banks, key Acts governing the functioning of Indian banking system – RBI Act 1934, Negotiable Instruments Act 1881, Banking Regulations Act 1948 – Rights and obligations of a banker, Overview of Financial statement of banks – Balance sheet and Income Statement.

**UNIT II SOURCES AND APPLICATION OF BANK FUNDS 9**

Capital adequacy, Deposits and non-deposit sources, Designing of deposit schemes and pricing of deposit services, application of bank funds – Investments and Lending functions, Types of lending – Fund based, non-fund based, asset based – Different types of loans and their features, Major components of a typical loan policy document, Steps involved in Credit analysis, Credit delivery and administration, Pricing of loans, Customer profitability analysis.

**UNIT II CREDIT MONITORING AND RISK MANAGEMENT 9**

Need for credit monitoring, Signals of borrowers’ financial sickness, Financial distress prediction models – Rehabilitation process, Risk management – Interest rate, liquidity, forex, credit, market, operational and solvency risks – risk measurement process and mitigation, Basic understanding of NPAs and ALM.

**UNIT IV MERGERS, DIVERSIFICATION AND PERFORMANCE EVALUATION 9**

Mergers and Diversification of banks into securities market, underwriting, Mutual funds and Insurance business, Risks associated therewith. Performance analysis of banks – background factors, ratio analysis and CAMELS.

**UNIT V HIGH TECH E-BANKING 9**

Payment system in India – Paper based e-payments – Electronic banking – advantages – Plastic money, E-money Forecasting of cash demand at ATMs – Security threats in e-banking and RBI’s initiatives.

**TOTAL: 45 PERIODS****OUTCOME:**

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

**TEXTBOOKS:**

1. Padmalatha, Suresh, and Justin, Paul. Management of Banking and Financial Services:. United States, Pearson Education India, 2018.
2. Meera Sharma, “Management of Financial Institutions – with emphasis on Bank and Risk Management”, PHI Learning Pvt. Ltd., New Delhi 2010.

**REFERENCES :**

1. Peter S. Rose and Sylvia C. and Hudgins, “Bank Management and Financial Services”, Tata McGraw Hill, New Delhi, 2012.
2. Madura, Financial Institutions & Markets, 10<sup>th</sup> Edition, Cengage, 2016.

**OBJECTIVES:**

Student will acquire

Nuances involved in short term corporate financing and excellent ethical practices

**UNIT I INDUSTRIAL FINANCE 9**

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

**UNIT II SHORT TERM-WORKING CAPITAL FINANCE 6**

Estimating working capital requirements – Approach adopted by Commercial banks, Commercial paper-Public deposits and inter corporate investments.

**UNIT III ADVANCED FINANCIAL MANAGEMENT 12**

Appraisal of Risky Investments - certainty equivalent of cash flows and risk adjusted discount rate - risk analysis in the context of DCF methods using Probability information - nature of cash flows

- Sensitivity analysis - Simulation and investment decision, Decision tree approach in investment decisions.

**UNIT IV FINANCING DECISION 10**

Simulation and financing decision - cash inadequacy and cash insolvency - determining the probability of cash insolvency- Financing decision in the Context of option pricing model and agency costs- Inter-dependence of investment- financing and Dividend decisions.

**UNIT V CORPORATE GOVERNANCE 8**

Corporate Governance - SEBI Guidelines- Corporate Disasters and Ethics-Corporate Social Responsibility- Stakeholders and Ethics- Ethics, Managers and Professionalism.

**TOTAL: 45 PERIODS**

**OUTCOME :**

Good ethical corporate manager

**TEXTBOOKS:**

1. Principles of Corporate Finance, 12/e. United States, McGraw-Hill Education, 2018.
2. Richard A.Brealey, Stewart C.Myers and Mohanthy, Principles of Corporate Finance, Tata McGraw Hill,
3. M.Y Khan, Indian Financial System, Tata McGraw Hill, 6<sup>th</sup> Edition, 2011
4. Smart, Megginson, and Gitman, Corporate Finance, 2nd Edition, 2011.

**REFERENCES :**

1. Krishnamurthy and Viswanathan, Advanced Corporate Finance, PHI Learning, 2011.
2. Website of SEBI
3. Besley, Brigham, Parasuraman, Corporate Finance, Cengage Learning, 2015
4. Michael C.Ehrhardt, Eugene F.Brigham, Corporate Finance – A focused approach, Cengage Learning, 2011.
5. Madura, International Corporate Finance, 10<sup>th</sup> Edition, Cengage Learning, 2014.

**OBJECTIVE:**

- To understand the nuances involved in derivatives and to understand the basic operational mechanisms in derivatives.

**UNIT I INTRODUCTION 9**

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 9**

Specifications of Futures Contract - Margin Requirements – Marking to Market – Hedging uses 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 9**

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 9**

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 9**

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: 45 PERIODS****OUTCOME :**

- This course aims at providing an in-depth understanding of financial derivatives in terms of concepts, structure, instruments and trading strategies for profit and risk management.

**TEXTBOOKS:**

1. Khatri, Dhanesh Kumar. Derivatives and Risk Management. India, Prentice Hall India Pvt., Limited, 2016.
2. David Dubofsky – ‘Option and Financial Futures – Valuation and Uses, McGraw Hill International Edition.
3. Don M. Chance, Robert Brooks, An Introduction to Derivatives and Risk Management, 9<sup>th</sup> edition, Cengage, 2015.

**REFERENCES :**

1. John. C. Hull, Options, Futures and Other Derivative Securities’, PHI Learning, 9th Edition, 2012
2. Keith Redhead, ‘Financial Derivatives – An Introduction to Futures, Forwards, Options and SWAPs’, – PHI Learning, 2011.
3. S. L. Gupta, Financial Derivatives- Theory, Concepts and Practice, Prentice Hall of India, 2011.
4. Stulz, Risk Management and Derivatives, Cengage, 2nd Edition, 2011.
5. Varma, Derivatives and Risk Management, 2<sup>nd</sup> Edition, 2011.
6. Website of NSE, BSE.



**OBJECTIVES :**

To enable student

- Understand the modes of issuing securities by acquiring financial evaluation technique of leasing and hire purchase

**UNIT MERCHANT BANKING****5**

Introduction – An Over view of Indian Financial System – Merchant Banking in India – Recent Developments and Challenges ahead – merchant banking services offered by banks – NBFC'S offering merchant banking– Banking system – types of banks – payment banking -Legal and Regulatory Framework – Relevant Provisions of Companies Act- SERA- SEBI guidelines- FEMA, etc. - Relation with Stock Exchanges and OTCEI.

**UNIT II ISSUE MANAGEMENT****12**

Role of Merchant Banker in Appraisal of Projects, Designing Capital Structure and Instruments – Issue Pricing – Book Building – Preparation of Prospectus Selection of Bankers, Advertising Consultants, etc. - Role of Registrars –Bankers to the Issue, Underwriters, and Brokers. – Offer for Sale – Green Shoe Option– E-IPO, Private Placement – Bought out Deals – Placement with FIs, MFs, FIIs, etc. Off - Shore Issues. – Issue Marketing – Advertising Strategies – NRI Marketing – Post Issue Activities.

**UNIT III OTHER FEE BASED SERVICES****10**

Mergers and Acquisitions – Portfolio Management Services – Credit Syndication – Credit Rating – Mutual Funds - Business Valuation.

**UNIT IV FUND BASED FINANCIAL SERVICES****10**

Leasing and Hire Purchasing – Basics of Leasing and Hire purchasing – Financial Evaluation.

**UNIT V OTHER FUND BASED FINANCIAL SERVICES****8**

Consumer Credit – Credit Cards – Real Estate Financing – Bills Discounting – factoring and Forfeiting – Venture Capital - venture debt funds – start up financing.

**TOTAL: 45 PERIODS****OUTCOME**

- Good knowledge on over all merchant banking activities relating financial services.

**TEXTBOOKS:**

1. M.Y.Khan, Financial Services, Tata McGraw-Hill, 12<sup>th</sup> Edition, 2012
2. Nalini Prava Tripathy, Financial Services, PHI Learning, 2011.

**REFERENCES :**

1. Machiraju, Indian Financial System, Vikas Publishing House, 2nd Edition, 2010.
2. J.C.Verma, A Manual of Merchant Banking, Bharath Publishing House, New Delhi,
3. Varshney P.N. & Mittal D.K., Indian Financial System, Sultan Chand & Sons, New Delhi.
4. Sasidharan, Financial Services and System, Tata McGraw Hill, New Delhi, 2nd Edition, 2011.
5. Website of SEBI
6. Madura, Financial Institutions & Markets, 10<sup>th</sup> Edition, Cengage, 2016.

**OBJECTIVES:**

Enables student to

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

**UNIT I INVESTMENT SETTING 8**

Financial and economic meaning of Investment – Characteristics and objectives of Investment – Types of Investment – Investment alternatives – Choice and Evaluation – Risk and return concepts.

**UNIT II SECURITIES MARKETS 10**

Financial Market - Segments – Types - - Participants in financial Market– Regulatory Environment, Primary Market – Methods of floating new issues, Book building – Role of primary market – Regulation of primary market, Stock exchanges in India – BSE, OTCEI , NSE, ISE, and Regulations of stock exchanges – Trading system in stock exchanges –SEBI.

**UNIT III FUNDAMENTAL ANALYSIS 9**

Economic Analysis – Economic forecasting and stock Investment Decisions – Forecasting techniques. Industry Analysis : Industry classification, Industry life cycle – Company Analysis Measuring Earnings –Forecasting Earnings – Applied Valuation Techniques – Graham and Dodds investor ratios.

**UNIT IV TECHNICAL ANALYSIS 9**

Fundamental Analysis Vs Technical Analysis – Charting methods – Market Indicators. Trend – Trend reversals – Patterns - Moving Average – Exponential moving Average – Oscillators – Market Indicators – Efficient Market theory.

**UNIT V PORTFOLIO MANAGEMENT 9**

Portfolio analysis – Portfolio Selection –Capital Asset Pricing model – Portfolio Revision Portfolio Evaluation – Mutual Funds.

**TOTAL: 45 PERIODS**

**OUTCOME**

- Become a good investment analyst

**TEXTBOOKS:**

1. Kevin, s.. Security analysis and portfolio management. India, PHI Learning, 2015.
2. Donald E.Fischer & Ronald J.Jordan, Security Analysis & Portfolio Management, PHI Learning., New Delhi, 8<sup>th</sup> Edition, 2011.
3. Prasannachandra, Investment analysis and Portfolio Management, Tata McGraw Hill, 2011.

**REFERENCES :**

1. Reilly & Brown, Investment Analysis and Portfolio Management, Cengage, 10<sup>th</sup> Edition, 2016.
2. S. Kevin , Securities Analysis and Portfolio Management , PHI Learning , 2012.

**OBJECTIVES**

To enable the students to understand Export Import Finance and Documentation.

**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, GPS – 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: 45 PERIODS****OUTCOME**

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

**TEXT BOOKS**

1. Alan C. Shapiro, Multinational Financial Management, PHI Learning, 5th Edition, 2010.
2. Jeff Madura, International Corporate Finance, Cengage Learning, 9th Edition, 2011.

**REFERENCES**

1. Eun and Resnik, International Financial Management, Tata Mcgraw Hill, 5th Edition, 2011.
2. Website of Indian Government on EXIM policy

**OBJECTIVES:**

To enable the students to understand the exchange rates, compare inflation rates, get an idea about investing in international debt securities, ascertain the economic status of other countries and judge the foreign markets.

**Unit I Core Concept of International Finance 9**

The significance of International Financial ; World Monetary System; Challenges in Global Financial Market; Multinational Finance System; International and Multinational Banking.

**Unit II International Banking and Finance 9**

Exchange Rate Regime: A historical Perspective; International Monetary Fund: Modus Operandi; Fundamental of Monetary and Economic Unit; The Global Financial Market; Domestic and Offshore Market Structure of Foreign Market; Forward Quotation and Contracts; Exchange Rate Regime and the status of Foreign Exchange Market; International Trade in Foreign Market International Trade in Banking Service; Monetization of Banking Operation.

International Banking and Finance Structuring International Trade Transaction; Fundamental Equivalence Relationship; Structural Model For Foreign Exchange and Exposure Rates; Central Banking Intervention and Equivalence Approach; Issues in the Internalization Process of Foreign Investment and International Business.

**Unit III Foreign Exchange Risk Management 9**

Classification of Foreign Exchange and Exposure Unit; Management of Exchange Rate Risk Exposure - Currency and Interest Rates Futures; Currency Options; Financial Swap; Theories of Exchange rate Movement: Arbitrage and Law of One price' Inflation Risk and Currency Forecasting.

**Unit IV Balance of Payment 9**

Component of Balance Payment; Collection Reporting and Presentation of Statistics; International Flow of Goods, Service and Capital; Alternate Concept of "BOP Surplus" and "Deficits"

**Unit V International Capital Budgeting & Taxation 9**

Basics of Capital Budgeting; Issues in Financial Investment Analysis; International Project Appraisal; International Banking crises of 1982; Country Risk Analysis in International Banking - The objective of Taxation on International Investment; U.S. Taxation of Multinational Investment Corporation; Tax Incentives for Foreign Trade

**TOTAL: 45 PERIODS****OUTCOMES:**

- Demonstrate basic understanding of Foreign Exchange Market and Rates with derivatives

**TEXTBOOKS:**

1. Hodrick, Robert, and Bekaert, Geert. International Financial Management. India, Cambridge University Press, 2017.
2. Shapiro, A.C., Multinational Financial Management, Prentice Hall of India.
3. International Financial Management: Eun and Resnick (latest Edition), Tata McGraw-Hil

**REFERENCES:**

1. Bhattacharya, B., Going International: Response Strategies of the Indian Sector, Wheeler Publishing, New Delhi.
2. Joseph Anbarasu, GLOBAL financial management, Anne, Delhi, 2010

**OBJECTIVE:**

- To explore contemporary knowledge and gain a conceptual understanding of Industrial Relations.

**UNIT I INDUSTRIAL RELATIONS 7**

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

**UNIT II INDUSTRIAL CONFLICTS 12**

Disputes – Impact – Causes – Strikes – Prevention – Industrial Peace – Government Machinery – Conciliation – Arbitration – Adjudication.

**UNIT III LABOUR WELFARE 8**

Concept – Objectives – Scope – Need – Voluntary Welfare Measures – Statutory Welfare Measures – Labour – Welfare Funds – Education and Training Schemes.

**UNIT IV INDUSTRIAL SAFETY 9**

Causes of Accidents – Prevention – Safety Provisions – Industrial Health and Hygiene – Importance – Problems – Occupational Hazards – Diseases – Psychological problems – Counseling – Statutory Provisions.

**UNIT V WELFARE OF SPECIAL CATEGORIES OF LABOUR 9**

Child Labour – Female Labour – Contract Labour – Construction Labour – Agricultural Labour – Differently abled Labour – BPO & KPO Labour - Social Assistance – Social Security – Implications.

**TOTAL: 45 PERIODS****OUTCOME:**

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

**TEXTBOOKS:**

1. Sharma, R. C.. Industrial Relations and Labour Legislation. India, PHI Learning, 2016.
2. Mamoria C.B., Sathish Mamoria, Gankar, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2012.
3. Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj. Industrial relations & Labour Laws. Tata McGraw Hill. 2012.

**REFERENCES :**

1. Ratna Sen, Industrial Relations in India, Shifting Paradigms, Macmillan India Ltd., New Delhi, 2007.
2. C.S.Venkata Ratnam, Globalisation and Labour Management Relations, Response Books, 2007.
3. Srivastava, Industrial Relations and Labour laws, Vikas, 2007.
4. P.N.Singh, Neeraj Kumar. Employee relations Management. Pearson. 2011.
5. P.R.N Sinha, Indu Bala Sinha, Seema Priyadarshini Shekhar. Industrial Relations, Trade Unions and Labour Legislation. Pearson. 2004

**OBJECTIVE:**

- To have a broad understanding of the legal principles governing the employment relationship at individual and collective level in Organization.

Contained in the following acts are to be studied.

	Periods
1. The Factories Act, 1948	3
2. The Trade Unions Act, 1926	4
3. The Payment of Wages Act, 1936	3
4. The Minimum Wages Act, 1948	2
5. The Industrial Disputes Act, 1947	5
6. The Workmen's Compensation Act, 1923	2
7. The Payment of Gratuity Act, 1972	3
8. The Payment of Bonus Act, 1965	3
9. The Employee's Provident Fund & Misc. Act, 1952	3
10. The Employees State Insurance Act, 1948	4
11. The Industrial Employment (Standing Orders) Act, 1946	3
12. The Apprentices Act, 1961	2
13. The Equal Remuneration Act, 1976	2
14. The Maternity Benefit Act, 1961	2
15. Contract Labour Regulations and Abolition Act, 1970	2
16. The Child Labour Prevention and Regulation Act, 1986	2

**TOTAL: 45 PERIODS**

**OUTCOMES:**

- To appreciate the application of labour laws on legal provisions relating to Wages, Working Conditions and Labour Welfare.

**TEXTBOOKS:**

1. Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj. Industrial relations & Labour Laws. Tata McGraw Hill.

**REFERENCES :**

1. P.K. Padhi, Industrial Laws, PHI, 2008.
2. Kapoor N. D , Elements of Mercantile Law, Sultan Chand, 2008
3. Tax Mann, Labour Laws, 2008.
4. D. R. N. Sinha, Indu Balasinha & Semma Priyadarshini Shekar, Industrial Relation, Trade unions and Labour Legislation, 2004.
5. Srivastava, Industrial Relations and Labour laws, Vikas, 2007.
6. Respective Bare Acts.



**OBJECTIVE:**

- To learn how an organization can be designed and developed to deal with the challenges from environment, technology, and its own processes.

**UNIT I ORGANISATION & ITS ENVIRONMENT****8**

Meaning of Organisation – Need for existence - Organisational Effectiveness – Creation of Value – Measuring Organisational Effectiveness – External Resources Approach, Internal Systems Approach and Technical approach - HR implications.

**UNIT II ORGANIZATIONAL DESIGN****15**

Organizational Design – Determinants – Components – Types - Basic Challenges of design – Differentiation, Integration, Standardization, Mutual adjustment- Mechanistic and Organic Structures- Technological and Environmental Impacts on Design- Importance of Design – Success and Failures in design - Implications for Managers.

**UNIT III ORGANIZATIONAL CULTURE****6**

Understanding Culture – Strong and Weak Cultures – Types of Cultures – Importance of Culture - Creating and Sustaining Culture - Culture and Strategy - Implications for practicing Managers.

**UNIT IV ORGANISATIONAL CHANGE****6**

Meaning – Forces for Change - Resistance to Change – Types and forms of change – Evolutionary and Revolutionary change – Change process -Organisation Development – HR functions and Strategic Change Management - Implications for practicing Managers.

**UNIT V ORGANISATION EVOLUTION AND SUSTENANCE****10**

Organizational life cycle – Models of transformation – Models of Organizational Decision making – Organizational Learning – Innovation, Intrapreneurship and Creativity-HR implications.

**TOTAL: 45 PERIODS****OUTCOME:**

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

**TEXTBOOKS:**

1. Daft, Richard L.. Organization Theory and Design. United States, Cengage Learning, 2015.
2. Thomson G. Cummings and Christopher G. Worley, Organisational development and Change, Cengage, 9<sup>th</sup> edition 2011
3. Robbins Organisation Theory; Structure Design & Applications, Prentice Hall of India, 2009.

**REFERENCES:**

1. Bhupen Srivastava, Organisational Design and Development: Concepts application, Biztantra a. 2010.
2. Robert A Paton, James Mc Calman, Change Management, A guide to effective implementation, Response Books, 2012.
3. Adrian Thorn Hill, Phil Lewis, Mike Mill more and Mark Saunders, Managing Change -A Human Resource Strategy Approach, Wiley, 2010.
4. Gareth R.Jones, Organisational Theory, Design & Change, Pearson Education, 6<sup>th</sup> Edition 2011.



**OBJECTIVE:**

- To help students understand the transformation in the role of HR functions from being a support function to strategic function.

**UNIT I HUMAN RESOURCE DEVELOPMENT****10**

Meaning – Strategic framework for HRM and HRD – Vision, Mission and Values – Importance – Challenges to Organisations – HRD Functions - Roles of HRD Professionals - HRD Needs Assessment - HRD practices – Measures of HRD performance – Links to HR, Strategy and Business Goals – HRD Program Implementation and Evaluation – Recent trends – Strategic Capability , Bench Marking and HRD Audit.

**UNIT II E-HRM****6**

e- Employee profile–e- selection and recruitment - Virtual learning and Orientation –e - training and development – e- Performance management and Compensation design – Development and Implementation of HRIS – Designing HR portals – Issues in employee privacy – Employee surveys online.

**UNIT III CROSS CULTURAL HRM****7**

Domestic Vs International HRM - Cultural Dynamics - Culture Assessment - Cross Cultural Education and Training Programs – Leadership and Strategic HR Issues in International Assignments - Current challenges in Outsourcing, Cross border Mergers and Acquisitions - Repatriation etc - Building Multicultural Organisation - International Compensation.

**UNIT IV CAREER & COMPETENCY DEVELOPMENT****10**

Career Concepts – Roles – Career stages – Career planning and Process – Career development Models– Career Motivation and Enrichment –Managing Career plateaus- Designing Effective Career Development Systems – Competencies and Career Management – Competency Mapping Models – Equity and Competency based Compensation

**UNIT V EMPLOYEE COACHING & COUNSELING****12**

Need for Coaching – Role of HR in coaching – Coaching and Performance – Skills for Effective Coaching – Coaching Effectiveness– Need for Counseling – Role of HR in Counseling - Components of Counseling Programs – Counseling Effectiveness – Employee Health and Welfare Programs – Work Stress – Sources - Consequences – Stress Management Techniques.- Eastern and Western Practices - Self Management and Emotional Intelligence.

**TOTAL: 45 PERIODS****OUTCOME:**

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

**TEXTBOOKS:**

1. Beaven, Karen. Strategic Human Resource Management: An HR Professional's Toolkit. United Kingdom, Kogan Page, 2019.
2. Randy L. Desimone, Jon M. Werner – David M. Mathis, Human Resource Development, Cengage Learning, Edition 6, 2012.
3. Paul Boselie. Strategic Human Resource Management. Tata McGraw Hill. 2012.

**REFERENCES :**

1. Jeffrey A Mello, Strategic Human Resource Management, Cengage, Southwestern
2. 2007.
3. Robert L. Mathis and John H. Jackson, Human Resource Management, Cengage, 2007.
4. Monir Tayeb. International Human Resource Management. Oxford. 2007
5. Randall S Schuler and Susan E Jackson. Strategic Human Resource Management. Wiley India. 2<sup>nd</sup> edition
6. McLeod. The Counsellor's workbook. Tata McGraw Hill. 2011.

**OBJECTIVES**

-To explore the scope of Human Resource Management globally and the concepts and practices of HRM in an international context

**UNIT – I INTRODUCTION**

9

HRM – Definition – Scope of IHRM – Domestic & International HRM – Differences – IHRM Approaches – Basis of Operations – Integration

**UNIT – II ACQUIRING & MAINTAINING PRACTICES**

9

Human Resources Planning Globally - Staffing Policies – Issues – Staff Selection –Staff Grievances in MNC -- International Labor Relations – Key Issues – Labor Unions & Multinationals – Regional Integration

**UNIT – III MOTIVATING, DEVELOPING & RETAINING PRACTICES**

9

Training & Development – Expatriate – Repatriate – Cross Cultural Awareness – Developing Multinational Teams – Approaches to International Compensation System – Rewards and Recognition – Promotion – E-motivation – Appreciation for Innovation

**UNIT – IV STRUCTURE & STRATEGIC PARTNERSHIP**

9

International Organizational Structure – Division – Geographical/Regional – Product – Functional – Matrix or Mixed -- Align employee developments to corporate strategies – HRM issues with Internationalization -- Diverse Workforce Strategy

**UNIT – V ISSUES, CHALLENGES IN IHRM**

9

Managing People in an International Context – Human Resources issues in Indian MNC – Corporate Social Responsibility – Emerging trends in International HRM

**TOTAL: 45 PERIODS****OUTCOMES:**

- Will able to understanding of Global HRM in an organization in the HR perspective and skills

**TEXT BOOKS:**

1. P.Subba Rao ,International Human Resource Management -, Himalya Publishing House

**REFERENCES:**

1. S.K.Bhatia, International Human Resource Management Deep and Deep Publications
2. John D. Daniels, Jeffrey A. Krug International Business and Globalisation.
3. Upinder Dhar and S. Ravishankar Executive Skills for Global Managers.

**COURSE OBJECTIVE:** To provide a broad physical, social and psychological

Understanding of human stress. The main focus is on presenting a broad background of stress research.

**UNIT I UNDERSTANDING STRESS**

9

Meaning – Symptoms – Works Related Stress – Individual Stress – Reducing Stress – Burnout.

**UNIT II COMMON STRESS FACTORS TIME & CAREER PLATEAUING**

9

Time Management – Techniques– Importance of planning the day – Time management schedule – Developing concentration – Organizing the Work Area – Prioritizing – Beginning at the start – Techniques for conquering procrastination – Sensible delegation – Taking the right breaks – Learning to say „No“.

**UNIT III CRISIS MANAGEMENT**

9

Implications – People issues – Environmental issues –Psychological fall

**UNIT IV WORK PLACE HUMOUR**

- Developing a sense of Humour – Learning to laugh – Role of group cohesion and team spirit – Using humour at work – Reducing conflicts with humour.

**UNIT V SELF DEVELOPMENT**

9

- Improving Personality – Leading with Integrity – Enhancing Creativity – Effective decision Making – Sensible Communication – The Listening Game – Managing Self – Meditation for peace – Yoga for Life.

**COURSE OUTCOME:** Students will be able to understand the management of work related stress at an individual and organizational level and will help them to develop and implement effective strategies to prevent and manage stress at work

**TOTAL: 45 PERIODS**

**TEXT BOOKS**

1. Waltschafer, Stress Management ,Cengage Learning, 5th Edition 2019.

**REFERENCE BOOKS:**

1. Cooper, Managing Stress, Sage, 2011.
2. Waltschafer, Stress Management ,Cengage Learning, 4th Edition 2009.
3. Jeff Davidson, Managing Stress, Prentice Hall of India, New Delhi, 2012.
4. Juan R. Alascal, Brucata, Laurel Brucata, Daisy Chauhan. Stress Mastery- The art of coping gracefully. Pearson, 2012.
5. Argyle. The Psychology of Happiness. Tata McGraw Hill. 2012.
6. Bartlet. Stress – Perspectives & Process. Tata McGraw Hill. 2012.

**OBJECTIVES :**

- To understand the various advanced databases used in the organization and prepared to be aware of recent trends in database management.

**UNIT I INTRODUCTION****9**

DBMS Models - Multimedia Databases, Parallel Databases, embedded, web, spatial, temporal databases, Virtualization, Active Databases - Embedded databases - Web databases.

**UNIT II DATABASE IMPLEMENTATION****9**

Query Processing basics and optimization – Heuristic Optimization – Transactions Models – Concurrency Control – Recovery – Security and Authorization – Storage – Indexing and Hashing – ISAM – B-Trees – Kd Trees – X Trees – Dynamic Hashing.

**UNIT III DISTRIBUTED DATABASES****9**

Distributed Databases – Queries – Optimization Access Strategies – Distributed Transactions Management – Concurrency Control – Reliability

**UNIT IV OBJECT ORIENTED DATABASES****9**

Object Oriented Concepts – Data Object Models – Object Oriented Databases – Issues in OODBMS - Object Oriented Relational Databases – Object Definition Languages – Object Query Languages

**UNIT V EMERGING TRENDS****9**

Data Mining – Data warehousing – Star, Snowflake, Fact Constellation; open source database systems, Scripting Language, JDBC, ODBC

**TOTAL: 45 PERIODS****OUTCOMES :**

- Awareness of database models and Knowledge of database technologies for business decisions.

**TEXTBOOKS:**

1. Peter Rob, Carlos Coronel, Database System and Design, Implementation and Management, 8<sup>th</sup> edition, Cengage,
2. Ramez Elmasri and Shamkant B. Navathe, Fundamentals of Database Systems, 7<sup>th</sup> edition, Pearson Education, 2015.

**REFERENCES :**

1. Jeffrey A Hoffer et al, Modern Database Management, 12<sup>th</sup> Edition, Pearson Education, 2016,
2. Abraham Silberchatz, Henry F. Korth and S.Sudarsan, Database System Concepts, 6<sup>th</sup> Edition, McGraw-Hill, 2015.
3. Thomas M. Connolly and Carolyn E. Begg, Database Systems – A Practical Approach to Design, Implementation and Management, 6<sup>th</sup> edition, Pearson Education, 2015.
4. Jeffrey D. Ullman and Jennifer Widom, A First Course in Database Systems, 3<sup>rd</sup> edition, Pearson Education Asia, 2013.
5. Stefano Ceri and Giuseppe Pelagatti, Distributed Databases Principles and Systems, McGraw-Hill International Editions, 2008.
6. Rajesh Narang, Object Oriented Interfaces and Databases, 1<sup>st</sup> edition, Prentice Hall of India, 2004.
7. Mark L. Gillenson & el, Introduction to database management, 2<sup>nd</sup> edition, Wiley India Pvt. Ltd, 2012
8. Charkrabarti, Advanced Database Management Systems, Wiley India Pvt Ltd, 2011

**OBJECTIVES :**

- To know how to derive meaning form huge volume of data and information by understanding the knowledge discovering process in business decision making

**UNIT I INTRODUCTION 9**

Data mining, Text mining, Web mining, Spatial mining, Process mining, BI process- Private and Public intelligence, Strategic assessment of implementing BI

**UNIT II DATA WAREHOUSING 9**

Data ware house – characteristics and view - OLTP and OLAP - Design and development of data warehouse, Meta data models, Extract/ Transform / Load (ETL) design

**UNIT III DATA MINING TOOLS, METHODS AND TECHNIQUES 9**

Regression and correlation; Classification- Decision trees; clustering –Neural networks; Market basket analysis- Association rules-Genetic algorithms and link analysis, Support Vector Machine, Ant Colony Optimization

**UNIT IV MODERN INFORMATION TECHNOLOGY AND ITS BUSINESS OPPORTUNITIES 9**

Business intelligence software, BI on web, Ethical and legal limits, Industrial espionage, modern techniques of crypto analysis, managing and organizing for an effective BI Team.

**UNIT V BI AND DATA MINING APPLICATIONS 9**

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

**TOTAL: 45 PERIODS****OUTCOMES :**

- Able to evaluate the techniques of knowledge discovery for business applications

**TEXTBOOKS:**

1. Gedeck, Peter, et al. Data Mining for Business Analytics: Concepts, Techniques and Applications in Python. United Kingdom, Wiley, 2019.
2. Jaiwei Ham and Micheline Kamber, Data Mining concepts and techniques, Kauffmann Publishers 3 rd edition, 2011
3. Efraim Turban, Ramesh Sharda, Jay E. Aronson and David King, Business Intelligence, 3 rd edition, Prentice Hall, 2014.

**REFERENCES :**

1. Ralph Kimball and Richard Merz, The data warehouse toolkit, John Wiley, 2005.
2. Michel Berry and Gordon Linoff, Mastering Data mining, John Wiley and Sons Inc, 3<sup>rd</sup> Edition, 2011
3. Michel Berry and Gordon Linoff, Data mining techniques for Marketing, Sales and Customer support, John Wiley, 3 rd edition 2011
4. G. K. Gupta, Introduction to Data mining with Case Studies, Prentice hall of India, 2014.
5. Giudici, Applied Data mining – Statistical Methods for Business and Industry, John Wiley. 2009
6. Elizabeth Vitt, Michael Luckevich Stacia Misner, Business Intelligence, Microsoft, 2011
7. Michalewicz Z., Schmidt M. Michalewicz M and Chiriac C, Adaptive Business Intelligence, Springer – Verlag, edition 2016
8. Galit Shmueli, Nitin R. Patel and Peter C. Bruce, Data Mining for Business Intelligence – Concepts, Techniques and Applications Wiley, India ,3rd edition, 2016

**OBJECTIVES :**

- To understand the business process of an enterprise by grasping the activities of ERP project development cycle

**UNIT I INTRODUCTION 8**

Overview of enterprise systems – Evolution - Risks and benefits - Fundamental technology - Issues to be consider in planning design and implementation of cross functional integrated ERP systems.

**UNIT II ERP SOLUTIONS AND FUNCTIONAL MODULES 10**

Overview of ERP software solutions- Small, medium and large enterprise vendor solutions, BPR, and best business practices - Business process Management, Functional modules.

**UNIT III ERP IMPLEMENTATION 10**

Planning Evaluation and selection of ERP systems - Implementation life cycle - ERP implementation, Methodology and Frame work- Training – Data Migration. People Organization in implementation-Consultants, Vendors and Employees.

**UNIT IV POST IMPLEMENTATION 8**

Maintenance of ERP- Organizational and Industrial impact; Success and Failure factors of ERP Implementation.

**UNIT V EMERGING TRENDS ON ERP 9**

Extended ERP systems and ERP add-ons -CRM, SCM, Business analytics- Future trends in ERP systems-web enabled, Wireless technologies, cloud computing.

**TOTAL: 45 PERIODS****OUTCOMES**

- Knowledge of ERP implementation cycle and awareness of core and extended modules of ERP

**TEXTBOOKS:**

1. O'Sullivan, Jill, and Caiola, Gene. Enterprise Resource Planning Concepts: Understanding the Power of ERP for Today's Businesses. United States, IMAE Publications A Division of DMMSI Associates, Incorporated, 2016.
2. Alexis Leon, ERP demystified, second Edition Tata McGraw-Hill, 2008.
3. Sinha P. Magal and Jeffery Word, Essentials of Business Process and Information System, Wiley India, 2012

**REFERENCES :**

1. Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill, 2008
2. Alexis Leon, Enterprise Resource Planning, third edition, Tata McGraw-Hill, 2014.
3. Mahadeo Jaiswal and Ganesh Vanapalli, first edition,ERP Macmillan India, 2013
4. Vinod Kumar Grag and N.K. Venkitakrishnan, ERP- Concepts and Practice, second edition Prentice Hall of India, 2009.
5. Summer, ERP, Pearson Education, 2016

**OBJECTIVES:**

- To understand the various software project management phases – Initiation, Planning, Tracking and Closure includes various project estimation methodologies, process models and risk management

**UNIT I PROJECT MANAGEMENT OVERVIEW 8**  
 What is Project and Project Management, Various phase of Project Management, Project Stakeholders, Project Management Organisation (PMO); Roles and Responsibilities of Project Manager. Brief introduction to various process models - Waterfall, RAD, V, Spiral, Incremental, Prototyping, Agile – SCRUM, Extreme Programming (XP) and Kanban **Project Initiation** - Project Charter; Statement of Work (SoW)

**UNIT II PROJECT PLANNING 10** Project Planning Activities- Project Scope, Work Breakdown Structures (WBS), Software estimation methodologies - COCOMO Model and Function Point  
**Project Scheduling Techniques** – Program Evaluation and Review Technique (PERT), Gantt Chart and Critical Path Method (CPM)

**UNIT III PROJECT TRACKING 10**  
 Monitoring and Control, Project Status Reporting; Project Metrics; Earned Value Analysis (EVA); Project Communication Plan & Techniques; Steps for Process Improvement.  
**Risk Management:** Concepts of Risks and Risk Management; Risk Management Activities; Effective Risk Management; Risk Categories; Aids for Risk Identification; Potential Risk Treatments; Risk Components and Drivers; Risk Prioritization.

**UNIT IV PROJECT CLOSURE 8**  
 Project Closure Analysis, Lesson Learnt  
**Software Quality Assurance**-Software Quality Assurance Activities; Software Qualities; Software Quality Standards – ISO Standards for Software Organization, Capability Maturity Model (CMM), Comparison between ISO 9001 & SEI CMM, Other Standards.

**UNIT V AGILE PROJECT MANAGEMENT WITH SCRUM 9**  
 Agile Manifesto and Agile Principles  
**Agile Scrum** - Purpose, Values, Scrum Framework, Scrum Roles – Product Owner, Scrum Master & Team, Scrum Events – Sprint Planning, Daily Scrum/Stand-up Meeting, Sprint Review, Sprint Retrospective, Scrum Artefacts – Product Backlog, Sprint Backlog, Increment and Definition of Done (DoD), Agile estimation – Story Point.

**TOTAL:45 PERIODS**

**OUTCOMES:**

- Manage different phases of Software Project Management by identifying Risk and applying software quality assurance for better quality software delivery.

**TEXTBOOKS:**

1. Villafiorita, Adolfo. Introduction to Software Project Management. United States, CRC Press, 2016.

**REFERENCES:**

1. Bob Hughes and Mike Cotterell, Software Project Management, Tata McGraw Hill, 5 Edition
2. Jalote, “Software Project Management in Practice”, Pearson Education
3. Ramesh, Gopalaswamy, "Managing Global Projects", Tata McGraw Hill
4. Ken Schwaber, Agile Project Management with Scrum, Microsoft Press

**ONLINE RESOURCES:**

- <http://agilemanifesto.org/>
- <https://www.scrum.org/Resources/What-is-Scrum>
- <http://www.scrumguides.org/scrum-guide.html#purpose>

**OBJECTIVES:**

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

**UNIT I INTRODUCTION TO E-BUSINESS** **8**  
E-business, e-business vs e-commerce, Economic forces – advantages – myths – e-business models, design, develop and manage business, Web 2.0 and Social Networking, Mobile Commerce, S-commerce.

**UNIT II TECHNOLOGY INFRASTRUCTURE** **10**  
Internet and World Wide Web, internet protocols- FTP, intranet and extranet, Cloud Service Models – SAAS, PAAS, IAAS, Cloud Deployment Models – Public Cloud, Private Cloud, Hybrid Cloud, Auto-Scaling in the Cloud, Internet information publishing technology- basics of web server hardware and software

**UNIT III BUSINESS APPLICATIONS** **10**  
Consumer oriented e-business – e-tailing and models – Marketing on web – advertising, e-mail marketing, affiliated programs - e-CRM; online services, Business oriented e-business, e-governance, EDI on the internet, Delivery management system, Web Auctions, Virtual communities and Web portals – social media marketing

**UNIT IV E-BUSINESS PAYMENTS AND SECURITY** **9**  
E-payments - Characteristics of payment of systems, protocols, e-cash, e-cheque, e-Wallets and Micro payment systems- internet security – cryptography – security protocols – network security.

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

**TOTAL: 45 PERIODS**

**OUTCOMES:**

- At the end of this course, student should be able to know how to build and manage an e-business.

**TEXTBOOKS:**

1. Bocij, Paul. E-Business: Technology, Strategy and Management. United Kingdom, Routledge, 2019.
2. Harvey M. Deitel, Paul J. Deitel, Kate Steinbuhler, e-business and e-commerce for managers, Pearson, 2011.
3. Efraim Turban, Jae K. Lee, David King, Ting Peng Liang, Deborrah Turban, Electronic Commerce – A managerial perspective, Pearson Education Asia, 2010.

**REFERENCES**

1. Kelly Goetsch - e Commerce in the Cloud, O Reilly Media, 2014.
2. Parag Kulkarni, Sunita Jahirabad kao, Pradeep Chande, ebusiness, Oxford University Press, 2012.
3. Henry Chan & el, E-Commerce – fundamentals and Applications, Wiley India Pvt Ltd, 2007.
4. Gary P. Schneider, Electronic commerce, Thomson course technology, Fourth annual edition, 2007
5. Bharat Bhasker, Electronic Commerce, Framework technologies and Applications, 3<sup>rd</sup> Edition. Tata McGraw Hill Publications, 2009
6. Kamlesh K. Bajaj and Debjani Nag, Ecommerce- the cutting edge of Business, Tata McGraw Hill Publications, 7<sup>th</sup> reprint, 2009.
7. Kalakota et al, Frontiers of Electronic Commerce, Addison Wesley, 2004
8. Micheal Papaloelon and Peter Robert, e-business, Wiley India, 2006.
9. Michael Miller, Cloud Computing: Web-Based Applications That Change the Way You Work and Collaborate Online, Que Publishing, 2009



**OBJECTIVE**

To Identify and analyze the security threats and attacks and apply device suitable security policies and standards.

**UNIT I: INTRODUCTION, NEED, ETHICAL AND PROFESSIONAL ISSUES****9**

Introduction to Information Security - The History of Information Security- Critical Characteristics of Information - NSTISSC Security Model - Components of an Information System - Securing Components - Balancing Information Security and Access - The Systems Development Life Cycle -The Security Systems Development Life Cycle. The Need for Security: Introduction - Business Needs First -Threats -Attacks. Ethics and Information Security - Codes of Ethics and Professional Organizations.

**UNIT II: RISK MANAGEMENT AND INFORMATION SECURITY****9**

Introduction - An Overview of Risk Management - Risk Identification -Risk Assessment - Risk Control Strategies - Selecting a Risk Control Strategy - Risk Management Discussion Points - Documenting Results - Recommended Practices in Controlling Risk.

**UNIT III: POLICIES, STANDARDS, PRACTICES AND BUSINESS CONTINUITY****9**

Introduction - Information Security Policy, Standards and Practices -The Information Security Blueprint: ISO 17799/BS 7799, ISO 27001and its controls - NIST Security Models - Design of Security Architecture - Security Education, Training and Awareness Program - Continuity Strategies

**UNIT IV SECURITY TECHNOLOGY: INTRUSION DETECTION, ACCESS CONTROL, AND SECURITY TOOLS****12**

Introduction - Intrusion Detection and Prevention Systems: IDPS - Terminology, Use of IDPS, Strengths and Limitations of IDPS- Honey Pots, Honey Nets, and Padded Cell Systems - Scanning and Analysis Tools - Access Control Devices – Physical Security - Security and Personnel--- Attacks on Wireless Networks: Other Security Risks in Wireless Networks - Management and Mitigations for Wireless Networks

**UNIT VLAWS AND LEGAL FRAMEWORK****6**

Introduction - Information Security and the Law: The Rising Need -Understanding the Laws for Information Security: A Conceptual Framework - The Indian IT Act - Laws for Intellectual Property Rights (IPR) - Health Insurance Portability and Accountability Act (HIPAA) -Gramm-Leach-Bliley Act (GLBA) - Overview of Sarbanes-Oxley (SOX) - Building Security into Software/System Development Life Cycle.

**TOTAL : 45 PERIODS****OUTCOME**

Employ appropriate intrusion detection and prevention systems to ensure information security.

**TEXT BOOKS**

1. Whitman, Michael E., and Mattord, Herbert J.. Principles of Information Security. United States, Cengage Learning, 2017.

**REFERENCE BOOKS**

1. Mark Merkow and Jim Breithaupt," Information Security - Principles & Practices", Second Edition, Pearson Education, 2014

**OBJECTIVE:**

- To learn the need and importance of logistics in product flow.

**UNIT I INTRODUCTION 9**

Definition and Scope of Logistics – Functions & Objectives – Customer Value Chain – Service Phases and attributes – Value added logistics services – Role of logistics in Competitive strategy– Customer Service

**UNIT II DISTRIBUTION CHANNELS AND OUTSOURCING LOGISTICS 9**

Distribution channel structure - channel members, channel strategy, role of logistics and support in distribution channels. Logistics requirements of channel members.  
Logistics outsourcing – catalysts, benefits, value proposition. Third and fourth party logistics.  
Selection of service provider.

**UNIT III TRANSPORTATION AND PACKAGING 9**

Transportation System – Evolution, Infrastructure and Networks. Freight Management – Vehicle Routing – Containerization. Modal Characteristics, Inter-modal Operators and Transport Economies. Packaging-Design considerations, Material and Cost. Packaging as Unitization. Consumer and Industrial Packaging.

**UNIT IV PERFORMANCE MEASUREMENT AND COSTS 9**

Performance Measurement – Need, System, Levels and Dimensions. Internal and External Performance Measurement. Logistics Audit. Total Logistics Cost – Concept, Accounting Methods. Cost – Identification, Time Frame and Formatting.

**UNIT V CURRENT TRENDS 9**

Logistics Information Systems – Need, Characteristics and Design. E-Logistics – Structure and Operation. Logistics Resource Management eLRM. Automatic Identification Technologies. Reverse Logistics – Scope, design and as a competitive tool. Global Logistics – Operational and Strategic Issues, ocean and air transportation. Strategic logistics planning. Green Logistics

**TOTAL: 45 PERIODS**

**OUTCOME :**

- To enable an efficient method of moving products with optimization of time and cost.

**TEXTBOOKS:**

1. Bierwirth, Christian. Logistics Management: Strategies and Instruments for Digitalizing and Decarbonizing Supply Chains - Proceedings of the German Academic Association for Business Research, Halle, 2019. Germany, Springer International Publishing, 2019.
2. Bowersox Donald J, Logistics Management – The Integrated Supply Chain Process, Tata McGraw Hill, 3<sup>rd</sup> edition 2016.
3. Sople Vinod V, Logistics Management – The Supply Chain Imperative, Pearson Education, 3<sup>rd</sup> Edition, 2012.

**REFERENCES :**

1. Coyle et al., The Management of Business Logistics, Cengage Learning, 7<sup>th</sup> Edition, 2004.
2. Ailawadi C Sathish & Rakesh Singh, Logistics Management, PHI, 2011.
3. Bloomberg David J et al., Logistics, Prentice Hall India, 2005.
4. Ronald H. Ballou, Business Logistics and Supply Chain Management, Pearson Education, 5<sup>th</sup> Edition, 2007.

**OBJECTIVE:**

- Understand how material management should be considered for profitability

**UNIT I INTRODUCTION 9**

Operating environment-aggregate planning-role, need, strategies, costs techniques, approaches-master scheduling-manufacturing planning and control system-manufacturing resource planning-enterprise resource planning-making the production plan

**UNIT II MATERIALS PLANNING 9**

Materials requirements planning-bill of materials-resource requirement planning-manufacturing resource planning-capacity management-scheduling orders-production activity control-codification.

**UNIT III INVENTORY MANAGEMENT 9**

Policy Decisions-objectives-control -Retail Discounting Model, Newsvendor Model; EOQ and EBQ models for uniform and variable demand With and without shortages -Quantity discount models. Probabilistic inventory models.

**UNIT IV PURCHASING MANAGEMENT 9**

Establishing specifications-selecting suppliers-price determination-forward buying-mixed buying strategy-price forecasting-buying seasonal commodities-purchasing under uncertainty-demand management-price forecasting-purchasing under uncertainty-purchasing of capital equipment-international purchasing

**UNIT V WAREHOUSE MANAGEMENT 9**

Warehousing functions – types - Stores management-stores systems and procedures-incoming materials control-stores accounting and stock verification-Obsolete, surplus and scrap-value analysis-material handling-transportation and traffic management -operational efficiency-productivity-cost effectiveness-performance measurement

**TOTAL: 45 PERIODS****OUTCOME :**

- Student gains knowledge on effective utilisation of materials in manufacturing and service organization

**TEXTBOOKS:**

1. Gopalakrishnan, P., and Haleem, Abid. Handbook of Materials Management. India, PHI Learning, 2015.
2. J.R.Tony Arnold, Stephen N. Chapman, Lloyd M. Clive, Materials Management, Pearson, 2012.
3. P. Gopalakrishnan, Purchasing and Materials Management, Tata McGraw Hill, 2012

**REFERENCES :**

1. A.K.Chitale and R.C.Gupta, Materials Management, Text and Cases, PHI Learning, 2<sup>nd</sup> Edition, 2006
2. A.K.Datla, Materials Management, Procedure, Text and Cases, PHI Learning, 2<sup>nd</sup> Edition, 2006
3. Ajay K Garg, Production and Operations Management, Tata McGraw Hill , 2012
4. Ronald H. Ballou and Samir K. Srivastava, Business Logistics and Supply Chain Management, Pearson education, Fifth Edition
5. S. N. Chary, Production and Operations Management, Tata McGraw Hill , 201

**OBJECTIVE:**

- Understand the application of structured methods to develop a product.

**UNIT I INTRODUCTION 9**

Defining Product, Types of products. Product development – characteristics, duration and cost, challenges. Development Process: Generic Process- Adapting to product types. Evaluation – decay curve – cost expenditure curve.

**UNIT II PRODUCT PLANNING 9**

Product Planning Process – Steps. Opportunity identification – breakdown structure- product development charter. Product Life Cycle. Technology Life Cycle - Understanding Customer Needs -Disruptive Technologies- Product Specification - Concept Generation – Activity- Steps-Techniques.

**UNIT III PRODUCT CONCEPT 9**

Concept Selection – Importance, Methodology, concept Screening, Concept Scoring. Concept Testing. Product Architecture- Definition, Modularity, implication, Establishment, Delayed Differentiation, Platform Planning.

**UNIT IV INDUSTRIAL DESIGN AND DESIGN TOOLS 9**

Industrial Design, Design for Manufacturing-Value Engineering-Ergonomics-Prototyping-Robust Design-Design for X-failure rate curve-product use testing-Collaborative Product development-Product development economics-scoring model- financial analysis.

**UNIT V PATENTS 9**

Defining Intellectual Property and Patents, Patent Searches and Application, Patent Ownership and Transfer, Patent Infringement, New Developments and International Patent Law.

**TOTAL: 45 PERIODS****OUTCOME**

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

**TEXTBOOKS:**

1. Franco, Tiago, and Costa, Beatriz. Product Design Process: The Manual for Digital Product Design and Product Management. Argentina, Imaginary Cloud Limited, 2019.
2. Karl T. Ulrich, Steven D. Eppinger, Anita Goyal Product Design and Development, Tata McGraw – Hill, Fourth Edition, reprint 2009.
3. Kenneth B.Kahn, New Product Planning, Sage, 2<sup>nd</sup> Edition 2011.

**REFERENCES:**

1. A.K. Chitale and R.C. Gupta, Product Design and Manufacturing, PHI, 2008.
2. Deborah E. Bouchoux, Intellectual Property Rights, Delmar, Cengage Learning, 2005.
3. Anil Mital. Anoop Desai, Anand Subramanian, Aashi Mital, Product Development, Elsevier, 2009.
4. Michael Grieves, Product Life Cycle Management, Tata McGraw Hill , 2006.
5. Kerber, Ronald L, Laseter, Timothy M., Strategic Product Creation, Tata-McGraw Hill, 2007.

**OBJECTIVE:**

- To learn the concepts of managing projects.

**UNIT I INTRODUCTION TO PROJECT MANAGEMENT 9**

Project Management – Definition –Goal - Lifecycles. Project Selection Methods. Project Portfolio Process – Project Formulation. Project Manager – Roles- Responsibilities and Selection – Project Teams.

**UNIT II PLANNING AND BUDGETING 9**

The Planning Process – Work Break down Structure – Role of Multidisciplinary teams. Budget the Project – Methods. Cost Estimating and Improvement. Budget uncertainty and risk management.

**UNIT III SCHEDULING & RESOURCE ALLOCATION 9**

PERT & CPM Networks - Crashing – Project Uncertainty and Risk Management – Simulation – Gantt Charts – Expediting a project – Resource loading and leveling. Allocating scarce resources – Goldratt’s Critical Chain.

**UNIT IV CONTROL AND COMPLETION 9**

The Plan-Monitor-Control cycle – Data Collecting and reporting – Project Control – Designing the control system. Project Evaluation, Auditing and Termination.

**UNIT V PROJECT ORGANISATION & CONFLICT MANAGEMENT 9**

Formal Organisation Structure – Organisation Design – Types of project organizations. Conflict – Origin & Consequences. Managing conflict – Team methods for resolving conflict.

**TOTAL: 45 PERIODS****OUTCOME:**

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

**TEXTBOOKS:**

1. Clifford Gray and Erik Larson, Project Management, Tata McGraw Hill Edition, 6e,2014.
2. John M. Nicholas, Project Management for Business and Technology - Principles and Practice, Second Edition, Pearson Education,5<sup>th</sup> Edition 2016

**REFERENCES:**

1. Gido and Clements, Successful Project Management, sixth Edition, Cengage, 2015.
2. Harvey Maylor, Project Management, Fourth Edition, Pearson Education, 2010

**OBJECTIVE:**

- To help understand how service performance can be improved by studying services operations management

**UNIT I INTRODUCTION 9**

Services – Importance, role in economy, service sector – growth; Nature of services -Service classification , Service Package, distinctive characteristics , open-systems view; Service Strategy – Strategic service vision, competitive environment, generic strategies, winning customers; Role of information technology; stages in service firm competitiveness; Internet strategies - Environmental strategies.

**UNIT II SERVICE DESIGN 9**

New Service Development – Design elements – Service Blue-printing - process structure – generic approaches –Value to customer; Retail design strategies – store size – Network configuration ; Managing Service Experience –experience economy, key dimensions ; Vehicle Routing and Scheduling

**UNIT III SERVICE QUALITY 9**

Service Quality- Dimensions, Service Quality Gap Model; Measuring Service Quality –SERVQUAL - Walk-through Audit; Quality service by design - Service Recovery - Service Guarantees; Service Encounter – triad, creating service orientation, service profit chain; Front-office Back-office Interface– service decoupling.

**UNIT IV SERVICE FACILITY 9**

Services capes – behaviour - environmental dimensions – framework; Facility design – nature, objectives, process analysis – process flow diagram, process steps, simulation; Service facility layout; Service Facility Location – considerations, facility location techniques – metropolitan metric, Euclidean, centre of gravity, retail outlet location , location set covering problem

**UNIT V MANAGING CAPACITY AND DEMAND 9**

Managing Demand – strategies; Managing capacity – basic strategies, supply management tactics, operations planning and control; Yield management; Inventory Management in Services– Retail Discounting Model, Newsvendor Model; Managing Waiting Lines –Queuing systems, psychology of waiting; Managing for growth-expansion strategies, franchising , globalization.

**TOTAL: 45 PERIODS****OUTCOME:**

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

**TEXTBOOKS:**

1. Parker, David W.. Service Operations Management, Second Edition: The Total Experience. United Kingdom, Edward Elgar Publishing, Incorporated. Edition 2015
2. James A. Fitzsimmons, Service Management – Operations, Strategy, Information Technology, Tata McGraw-Hill – 7<sup>th</sup> Edition 2013.
3. Richard Metters, Kathryn King-Metters, Madeleine Pullman, Steve Walton Successful Service Operations 2<sup>nd</sup> Edition ,2012Management, South-Western, Cengage Learning,

**REFERENCES :**

1. Cengiz Haksever, Barry Render, Roberta S. Russell, Robert G. Murdick, Service Management and Operations, Pearson Education – Second Edition.
2. Robert Johnston, Graham Clark, Service Operations Management, Pearson Education, 2<sup>nd</sup> Edition, 2005.
3. Bill Hollins and Sadie Shinkins, Managing Service Operations, Sage, 2006
4. J.Nevan Wright and Peter Race, The management of service operations, Cengage, 2<sup>nd</sup> Edition, 2004

**OBJECTIVE:**

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

**UNIT I INTRODUCTION 9**

Supply Chain – Fundamentals –Evolution- Role in Economy - Importance - Decision Phases - Supplier-Manufacturer-Customer chain. - Enablers/ Drivers of Supply Chain Performance. Supply chain strategy - Supply Chain Performance Measures.

**UNIT II STRATEGIC SOURCING 9**

Outsourcing – Make Vs buy - Identifying core processes - Market Vs Hierarchy - Make Vs buy continuum - Sourcing strategy - Supplier Selection and Contract Negotiation. Creating a world class supply base- Supplier Development - World Wide Sourcing.

**UNIT III SUPPLY CHAIN NETWORK 9**

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

**UNIT IV PLANNING DEMAND, INVENTORY AND SUPPLY 9**

Managing supply chain cycle inventory. Uncertainty in the supply chain -- Analyzing impact of supply chain redesign on the inventory - Risk Pooling - Managing inventory for short life - cycle products - multiple item - multiple location inventory management. Pricing and Revenue Management

**UNIT V CURRENT TRENDS 9**

Supply Chain Integration - Building partnership and trust in SC Value of Information: Bullwhip Effect - Effective forecasting - Coordinating the supply chain. . SC Restructuring - SC Mapping -SC process restructuring, Postpone the point of differentiation – IT in Supply Chain - Agile Supply Chains - Reverse Supply chain. Agro Supply Chains.

**TOTAL: 45 PERIODS****OUTCOME:**

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

**TEXTBOOKS:**

1. Mangan, John, and Lalwani, Chandra C.. Global Logistics and Supply Chain Management. United Kingdom, Wiley, 2016.
2. Janat Shah, Supply Chain Management – Text and Cases, Pearson Education, 2009.
3. Sunil Chopra and Peter Meindl, Supply Chain Management-Strategy Planning and Operation, PHI Learning / Pearson Education, Sixth edition, 2015.

**REFERENCES :**

1. Ballou Ronald H, Business Logistics and Supply Chain Management, Pearson Education, 5<sup>th</sup> Edition, 2007.
2. David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi, Designing and Managing the Supply Chain: Concepts, Strategies, and Cases, Tata McGraw-Hill, 2005.
3. Altekar Rahul V, Supply Chain Management-Concept and Cases, PHI, 2005.
4. Shapiro Jeremy F, Modeling the Supply Chain, Cengage, Second Reprint , 2002.
5. Joel D. Wisner, G. Keong Leong, Keah-Choon Tan, Principles of Supply Chain Management- A Balanced Approach, South-Western, Cengage, 2012.

# **ANNEXURE 1**





# K.L.N. COLLEGE OF ENGINEERING, POTTAPALAYAM

(An Autonomous Institution, Affiliated to Anna University, Chennai)

## MASTER OF BUSINESS ADMINISTRATION



### VALUE ADDED COURSES

Course Code	Course Name	Semester
20MB3V1	Inbound Marketing	III
20MB3V2	Tally ERP	III
20MB3V3	Human Values and Business Ethics	III

**OBJECTIVES**

- To understand the Principles of Digital Marketing
- To learn the applications of Search Engine Optimization, Search Engine Marketing
- To learn the applications of Social Media Optimization, Social Media Marketing with respect to Facebook, Twitter, LinkedIn & YouTube, Email Marketing
- To learn the applications of E-mail Marketing

**PRE-REQUISITE: To develop Employability & Entrepreneurship skills.**

- 1) **Principles of Digital marketing** (1)
  - Introduction to Online Marketing – Online Marketing Types
- 2) **Search Engine Optimization (SEO)** (3)
  - Introduction to SEO- Search Engine Algorithms and Updates- On page /Off Page Optimization strategies- Reports and SERP Management- Google My Business- Competition Analysis
- 3) **Search Engine Marketing (SEM)** (3)
  - Introduction to SEM- AdWords tools- Campaign Setup- AdGroups and Keywords setup- Bidding strategies- Google AdWords account and billing settings
- 4) **Social Media Optimization (SMO)** (6)
  - Introduction to Social Media Marketing(SMM)- *Facebook, Twitter, LinkedIn, Instagram* - account setup- business page setup- Types of Business pages- Increase the Likes to page- Increase the Follows to page- Page management options- Types of Posts and Statistics –Groups; *YouTube* - Creating a Channel – Uploading and Optimising the videos- Get more Subscribe and views; Impact of Social Media marketing on SEO
- 5) **Email &Referral Marketing** (2)
  - Introduction to Email Marketing, Benefits of email marketing, Email Marketing Software, Designing Newsletters - Referral marketing and its significance.

**TOTAL: 15 PERIODS****Outcomes**

- Apply Search Engine Optimization, Search Engine Marketing tools and techniques
- Apply Social Media Optimization, Social Media Marketing with respect to Facebook, Twitter, LinkedIn & YouTube, Email Marketing tools and techniques
- Apply E-mail Marketing tools and techniques

**Reference books**

- Magnus Unemyr, *Mastering Online Marketing*; Amazon Asia-Pacific Holdings Private Limited; ASIN : B0154B2FL6
- Seema Gupta, “*Digital Marketing*”, McGraw Hill, 2nd Edition 2020
- Simon Kingsnorth, “*Digital Marketing Strategy*”, Kogan Page, 2nd edition, 2019

**OBJECTIVES**

**To learn the following applications through Tally ERP**

- To learn the applications of company accounts with GST
- To learn the applications of Accounting Voucher maintenance
- To learn the applications of Inventory management
- To learn the applications of Payroll System

**PRE-REQUISITE: To develop Employability & Entrepreneurship skills.**

- |   |     |
|---|-----|
| 1) Introduction to Tally  | (2) |
| 2) Accounts Information- Ledgers, Groups  | (2) |
| 3) Inventory Information- Stock Groups, Stock Items, Units of Measure   | (2) |
| 4) Accounting Vouchers- Receipts Vouchers, Payment Vouchers, Purchase Vouchers Sales Vouchers, Contra Vouchers, Journal Vouchers Debit Note, Credit Note, Memorandum Vouchers                             | (3) |
| 5) Warehouse(Godowns)   | (2) |
| 6) Date Management- More than one year company creation, Change Period  | (2) |
| 7) Payroll System   | (3) |
| 8) Discount Management-Cash Discount, Trade Discount, Vouchers Types, Back up, Restore  | (3) |
| 9) Display- Trial Balance, Day Book, Account books, Statement of Accounts, Inventory Books Statements of Inventory, Cash/fund flow, Payroll Reports, List of Accounts Exception Reports, Print Management | (3) |
| 10. Various Types of Company- Traders, Processional, Opening Balance with New Company Other Options   | (3) |
| 11. GST- CGST, SGST, IGST   | (3) |
| 12. Printout Management   | (2) |

**TOTAL: 30 PERIODS**

**OUTCOMES:**

**Applications of following through Tally ERP**

- Process Company accounts with GST
- Accounting Voucher maintenance
- Inventory management
- Manage Payroll System

**Reference book**

- **GST Using Tally.ERP 9;** ISBN : 978-81-934845-4-8; Publisher : Sahaj Enterprises Author: Tally Education Pvt. Ltd., 2019

**OBJECTIVES**

- To enable the learners in understanding of the basic concepts of Indian Ethos and familiarise about ethical behavior and value systems at work.
- To enable the learners to have exposure on business ethics and ethical business perspectives

**PRE-REQUISITE:**

**To inculcate human values and ethics among the students community.**

1) Indian Ethos and Personality Development	(3)
2) Work ethos and values for Professional Managers	(3)
3) Indian Values, Value Systems and Wisdom for modern managers	(3)
4) Management Lessons from the Vedas, Puranas, Indian religions	(3)
5) Spirituality in Business Management	(3)
6) Individual Culture and Ethics	(3)
7) Ethical codes of conduct and value Systems	(3)
8) Loyalty and Ethical Behaviour	(3)
9) Ethical business issues and solutions	(3)
10) Social Responsibilities of Business	(3)

**TOTAL: 30 PERIODS**

**OUTCOMES:**

After the completion of the course, the students will:

- Apply the basic concepts of Indian ethos and value systems at work.
- Handle issues of business ethics and offer solutions in ethical perspectives
- Be professionally efficient and skillful in value systems and culture
- Be capable in ethically manage business towards well-being of the society.
- Be socially effective in undertaking business responsibilities

**Reference book:**

- R.S.Nagarazan, A Textbook on Professional Ethics and Human Values; New Age Int. Publishers; 2020