

HEBER INSTITUTE OF MANAGEMENT STUDIES

Master Program in Business Administration (MBA)

BISHOP HEBER COLLEGE (Autonomous)

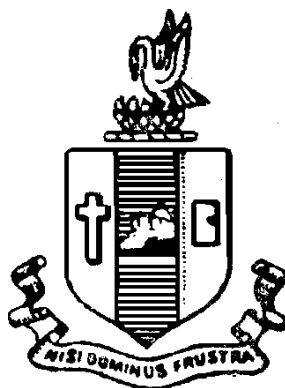
**(Nationally Reaccredited with A Grade by NAAC with CGPA of 3.58 out of 4
in Third Cycle)**

(Recognized by UGC as “College of Excellence”)

(Affiliated to Bharathidasan University, Tiruchirappalli)

Tiruchirappalli – 620017.

South India



SYLLABUS

2017 - 2018

(Admitted Students)

Semester	COURSE CODE	Course Type	Title of the Paper	Hours of Teaching	Credits	Marks		
						CIA	ESE	TOTAL
I	P16MS101	Core-I	Business Communication	5	5	25	75	100
Jun to Oct	P16MS102	Core-II	Mathematics and Statistics for Managers	5	5	25	75	100
	P16MS P03	Core-III	Information Technology for Managers	5	5	40	60	100
	P16MS104	Core-IV	Managerial Economics and Business Environment	5	5	25	75	100
	P16MS105	Core-V	Principles of Management and Organizational Behaviour	5	5	25	75	100
	P16MS106	Core-VI	Accounting For Managers	5	5	25	75	100
				Total hours of teaching and Credits	30	30		
II	P16MS207	Core-VII	Operations Research	5	5	25	75	100
Nov to April	P16MS208	Core-VIII	Marketing Management	5	5	25	75	100
	P16MS209	Core-IX	Production and Operations Management	5	5	25	75	100
	P16MS210	Core-X	Financial Management	5	5	25	75	100
	P16MS211	Core-XI	Human Resource Management	4	4	25	75	100
	P16MS2E1	ED	Fundamentals Of Management	4	2	25	75	100
	P16MS2PJ	Core Project	Project - I (May/June)	--	4	--	--	100
	P15VL2:1/ P15VL2:2	VLO	RI/MI (Value and Life Oriented Course)	2	2	25	75	100
				Total Credits	30	32		
III	P16MS312	Core-XII	Management Information Systems	5	5	25	75	100
Jun to Oct	P16MS313	Core-XIII	International Business Management	5	5	25	75	100
	P16MS314	Core-XIV	Research Methodology	5	5	25	75	100
		Elective I	Any Five from Elective List – I *	5	4	25	75	100
		Elective II		5	4	25	75	100
		Elective III		5	4	25	75	100
		Elective IV		5	4	25	75	100
		Elective V		5	4	25	75	100
				Total Credits		35		
IV	P16MS415	Core XV	Strategic Management	6	5	25	75	100
Nov to April		Elective VI	Any Three from Elective List – II *	6	4	25	75	100
		Elective VII		6	4	25	75	100
		Elective VIII		6	4	25	75	100
	P16MS4PJ	Project II	Major Research Project (Feb 2 nd week till Mar 4 th week)	--	6	--	--	100
				Total Credits		23		500
			Total Number of Credits and Marks for the Programme		120			2700

**BISHOP HEBER COLLEGE (AUTONOMOUS)
DEPARTMENT OF MANAGEMENT STUDIES
TIRUCHIRAPPALLI-17.
MBA 2016 -2017 (Batch Onwards)**

OBJECTIVE OF MBA PROGRAMME: This program never loses sight in aiming to enlighten students on how to make managerial decisions. The program is founded on the belief that the fundamental requirements of a managerial job is to make effective decisions with both academic knowledge and practical exposure, which understands the ground realities facing the present corporate world. This program gives ample scope for the students to specialize in their area of choice like marketing, finance and human resource.

SEMESTER – I

- Business Communication
- Mathematics and Statistics for Managers
- Information Technology for Managers
- Managerial Economics and Business Environment
- Organizational Behavior and Principles of Management
- Management Accounting

SEMESTER – II

- Operations Research
- Marketing Management (Principles and Concepts)
- Production and Operations Management
- Financial Management
- Human Resource Management
- ED-I Fundamentals of Management
- RI / MI (Religious Instruction/Moral Instruction)
- Project -I (May/June)

SEMESTER – III

- Management Information Systems
- International Business Management
- Research Methodology
- Elective course – I
- Elective course – II
- Elective course – III Any Five from Elective List-I*
- Elective course – IV

SEMESTER – IV

- Strategic Management
- Elective course – V
- Elective course – VI Any Three from Elective List – II *
- Project -II

ANNEXURE 2
DEPARTMENT OF MANAGEMENT STUDIES
BISHOP HEBER COLLEGE (AUTONOMOUS)
New Syllabus Electives
Full-Time 2016 - 2017 onwards

Semester III (Any five to be Chosen)

Marketing	<i>Sales and Distribution Management</i>	<i>P16MS3M1</i>
	<i>Advertising and sales promotion</i>	<i>P16MS3M2</i>
	<i>Strategic Brand Management</i>	<i>P16MS3M3</i>
Finance	<i>Global Financial Management</i>	<i>P16MS3F1</i>
	<i>Project Appraisal Planning and Control</i>	<i>P16MS3F2</i>
	<i>Security Analysis and Portfolio Management</i>	<i>P16MS3F3</i>
	<i>Micro Finance</i>	<i>P16MS3F4</i>
	<i>Commercial Banking Management</i>	<i>P16MS3F5</i>
Human Resource	<i>Managing Interpersonal Effectiveness</i>	<i>P16MS3H1</i>
	<i>Organizational Change and Development</i>	<i>P16MS3H2</i>
	<i>Labour Legislation</i>	<i>P16MS3H3</i>
	<i>Training and Development</i>	<i>P16MS3H4</i>
Systems	<i>Knowledge Management</i>	<i>P16MS3S1</i>
	<i>Enterprise-wide Information Systems</i>	<i>P16MS3S2</i>
	<i>Information Security and Control</i>	<i>P16MS3S3</i>
	<i>System Analysis and Design</i>	<i>P16MS3S4</i>
	<i>Digital Economy and E-Business</i>	<i>P16MS3S5</i>

Extra Credit Course: Consumer Behaviour PXMS3:1

Semester IV (Any three to be Chosen)

Marketing	<i>Rural Marketing</i>	<i>P16MS4M1</i>
	<i>Planning and Managing Retail Business</i>	<i>P16MS4M2</i>
	<i>Applied Marketing Research</i>	<i>P16MS4M3</i>
	<i>Services Marketing</i>	<i>P16MS4M4</i>
	<i>Customer Relationship Management</i>	<i>P16MS4M5</i>
Finance	<i>Financial Services</i>	<i>P16MS4F1</i>
	<i>Strategic Cost Management</i>	<i>P16MS4F2</i>
	<i>Corporate Valuation (M and A)</i>	<i>P16MS4F3</i>
Human Resource	<i>Compensation Management</i>	<i>P16MS4H1</i>
	<i>Performance Management</i>	<i>P16MS4H2</i>
	<i>Strategic Human Resource Development</i>	<i>P16MS4H3</i>
	<i>Talent Management</i>	<i>P16MS4H4</i>
Systems	<i>Software Project Management</i>	<i>P16MS4S1</i>
	<i>Business Intelligence</i>	<i>P16MS4S2</i>
	<i>RDBMS with ORACE</i>	<i>P16MS4S3</i>
	<i>Advanced MS Excel for Managers</i>	<i>P16MS4S4</i>

Extra Credit Course: Total Quality Management. PXMS4:1

ED Courses:

1. Fundamentals of Management

SEMESTER-I

S no	Title of the Paper	Course Code
1	Business Communication	P16MS101
2	Mathematics and Statistics for Managers	P16MS102
3	Information Technology for Managers	P16MSP03
4	Managerial Economics and Business Environment	P16MS104
5	Principles of Management and Organizational Behavior	P16MS105
6	Accounting For Managers	P16MS106

(Core-I) BUSINESS COMMUNICATION

SEMESTER – I
No. of Hours: 60

Course Code: P16MS101
Credits: 5

General Objective:

This course is meant to acquaint the students with the basics of communication which is vital for survival in today's organization.

Specific objectives:

- (i) To familiarize them with both oral and written communication
- ii) To make the students familiarize with some extent in nonverbal communications.

Learning Outcome:

On completion of this course the students will have good knowledge of verbal and nonverbal communication, write clear correspondence and can prepare various types of reports, and have good idea to conduct and participate in company meetings.

Unit-I: INTRODUCTION TO COMMUNICATION

Teaching Hours
(12hrs)

- 1.1 Introduction and Meaning of communication,
- 1.2 Significance of communication for Management,
- 1.3 Types of Communication,
 - 1.3.1 Media
 - 1.3.2 Barriers to communication
- 1.4 Principles of effective communication.
- 1.5 Ethics in communication.

Unit-II: BUSINESS CORRESPONDENCE

(12hrs)

- 2.1 Norms for Business letters
- 2.2 Letter for different kinds of Situations
 - 2.2.1 Personalized Stand letters
 - 2.2.2 Enquiries
 - 2.2.3 Customers complaints
 - 2.2.4 Collection letter
 - 2.2.5 Sales Promotional letter
- 2.3 Effective E-mail message and correspondence

Unit-III: REPORT WRITING

(12hrs)

- 3.1 Structure of reports
 - 3.1.1 Long and short reports
 - 3.1.2 Formal and Informal Reports
 - 3.1.3 Technical reports
- 3.2 Norms for including exhibits and Appendices
- 3.3 Importance of Executive summary

Unit-IV: NON-VERBAL COMMUNICATION

(12hrs)

- 4.1 Personal appearance
 - 4.1.1 Posture-Body language
- 4.2 Use of charts
 - 4.2.1 Diagrams and tables
- 4.3 Visual and Audio Visual Aids for Communication
- 4.4 Dyadic Communication
 - 4.4.1 FACE to FACE
 - 4.4.2 Telephonic conversation

Unit-V: CONDUCTING MEETING

(12hrs)

- 5.1 Procedure to follow in conducting a meeting,
- 5.2 Preparing Agenda,
- 5.3 Minutes and resolutions,
- 5.4 Conducting Seminars and Conference,
- 5.5 Procedure of regulating speech,
- 5.6 Evaluating Oral presentation.
- 5.7 Group Discussion:
 - 5.7.1 Drafting Specific Negotiation Skills

TEXT BOOK:

1. Business Communication- Rajendra Pal and J S Korlahalli, Sultan Chand and Sons 2012

REFERENCE BOOKS:

1. Business Communication-KK Sinha, Taxxman Allied Services 2012
2. Business Correspondence and Report Writing-RC Sharma and Krishna Mohan McGraw Hill 2016
3. Effective Technical Communication-M Ashraf Rizvi – TMH 2005
4. Foundation of Business Communication – Dona J Young – Irwin/McGraw Hill 2006

(Core-II) MATHEMATICS AND STATISTICS FOR MANAGERS

SEMESTER – I
No. of Hours: 60

Course Code: P16MS102
Credits: 5

General Objective: Equipping the young budding managers with mathematical and statistical models such a fashion to make the managerial decisions effectively.

Specific Objectives:

1. To know about the basics of statistics and its application in decision making.
2. To understand about correlation and regression analysis
3. To gain knowledge about probability theory and distribution.

Learning Outcomes:

The student will be able to know and apply the basic concepts of mathematics and statistics in managerial decision making.

	Teaching Hours
Unit-I Mathematics for Managers	(12hrs)
1.1.0 Introduction to Mathematical Models and their need for Managerial Applications	
1.1.1 Matrices concept	
1.1.2 Basics of Arithmetic progression and Geometric progression	
1.1.3 Its application to Managerial Decision Making.	
1.2.0 Business Functions	
1.2.1 Basics of differential calculus	
1.2.2 Marginal Functions (Revenue, Cost, Profit, Etc)	
1.2.3 Its application to managerial decision making.	
Unit-II Statistics for Managers	(12hrs)
2.1.0 Sampling and data collection	
2.1.1 Kinds of data	
2.1.2 Data condensation methods using different graphical methods and tables	
2.2.0 Uni-variate Analysis of data using Measures of central tendency	
2.2.1 Mean	
2.2.2 Median	
2.2.3 Mode	
2.3.0 Dispersion	
2.3.1 Standard deviation	
2.3.2 Coefficient of variation	
2.3.3 Its application to managerial decision making.	

Unit- III Correlation and Regression

(12hrs)

- 3.1.0 Types of Correlation
 - 3.1.1 Methods of Studying Correlation
 - 3.1.2 Rank Correlation
 - 3.1.3 Regression Analysis
 - 3.1.4 Scatter Diagram
 - 3.1.5 Regression line
- 3.2.0 Method of Least squares
 - 3.2.1 Regression Co – efficient
 - 3.2.2 Standard error of estimates

Unit-IV Probability Theory

(12hrs)

- 4.1.0 Concepts of Probability and Probability Distribution
- 4.2.0 Basic Probability Concepts,
- 4.3.0 Types of Probability
- 4.4.0 Probability rules
- 4.5.0 Baye's Theorem.

Unit-V Probability Distribution

(12hrs)

- 5.1.0 Random Variables
- 5.2.0 Types of probability Distributions
 - 5.2.1 Binomial Distribution
 - 5.2.2 Poisson distribution
 - 5.2.3 Normal distribution.

Text Book:

1. Statistics for Managers-Levin, Rubin

Reference Book:

1. Mathematics for Modern Managers, Dr. P Mariappan, New Century Books (P) Ltd, Chennai. 2004 – ISBN – 81-234-0852-8
3. Business Statistics – S Saha
2. Business Mathematics, Suchirtra S Jaipur, Mangaldeep – 2005 ISBN 81-7594-182-0
2. Statistics for managers by David M Levine, David Stephan, Mark L Berenson, Pin T Ng, Timothy C Krehbiel (2007)

(Core-III) INFORMATION TECHNOLOGY FOR MANAGERS

SEMESTER – I
No. of Hours: 60

Course Code: P16MSP03
Credits: 5

General Objectives:

To impart a basic knowledge of the concepts and tools of Information technology.

Specific Objectives:

1. To provide a fair understanding on the official's packages of information technology
2. To provide an exposure on application of IT in business and management
3. To provide hands on experience with business application software.

Learning outcome:

Ready to use the business software for analyzing the business and making decisions

Teaching Hours
(12hrs)

Unit-I: Introduction

- 1.1 Computers: Introduction-
 - 1.1.1 History
 - 1.1.2 Generation
 - 1.1.3 Information Technology and Business: Definition
 - 1.1.4 Evolution-role of IT in business and industry
- 1.2 Component technologies of IT
 - 1.2.1 Types of applications
 - 1.2.2 Trends in IT including Hardware
 - 1.2.3 Input/Output devices
- 1.3 Operating systems, software and packages and peripherals.

Unit-II: Application of IT

(12hrs)

- 2.1 Applications of IT
 - 2.1.1 Networking
 - 2.1.2 Internet - intranet technologies-
 - 2.1.3 Multimedia and virtual reality Technologies
- 2.2 Use of IT in Management Information Systems
 - 2.2.1 Decision support systems and expert systems
- 2.3 E-Business Applications - Tele communications
- 2.4 Introduction to security issues.

BUSINESS APPLICATION SOFTWARE – PRACTICALS

Unit-III: LABORATORY

(12hrs)

- 3.1 MS Windows, MS Office –MS Word,
- 3.2 MS PowerPoint,
- 3.3 MS Excel

Unit-IV: LABORATORY**(12hrs)**

4.1 Statistical Packages

4.1.1 SYSTAT

4.2 Calculation of mean, median, range, regression, etc

4.3 Data entry, data analysis diagrammatic and graphical representation

Unit-V: LABORATORY**(12hrs)**

5.1 Accounting Package

5.1.1 Tally

5.2 Preparation of Balance sheet

5.3 Creation of vouchers

5.4 Creation of stock entries

Suggested Text Books

1. Basntra, "Computers Today" - McGraw Hill Publications
2. Alexis Leon, Matthew Leon, "Introduction to information systems"
3. Ron Mansfield, "Working in MS-Office" TataMcGraw Hill Publications
4. Computer in Business Applications - E K Saini and Pradeep Kumar
5. Statistical methods for practice and research – A guide to data analysis using SPSS – Ajai Gaur and Sanjaya Gaur, Sage publications

References Books:

1. Sanders, "Computers Today"- McGraw Hill Publications
2. Daniels N C, "Information Technology" - AddisonWaisely publications.

MARKS BREAK UP FOR FINAL - 100 MARKS

INTERNALS: - THEORY (TEST 1 AND 2)	- 10
ASSIGNMENT (RECORD)	- 10
ATTENDANCE	- 05
EXTERNALS: - PRACTICALS	- 75
<hr/> TOTAL	- 100

(Core-IV) MANAGERIAL ECONOMICS AND BUSINESS ENVIRONMENT

SEMESTER – I
No. of Hours: 60

Course Code: P16MS104
Credits: 5

General Objectives:

To impart a basic knowledge of the concepts and tools of economic analysis as relevant for managerial decision making.

Specific Objectives:

- To provide a fair understanding towards demand and its prediction.
- To provide an exposure in the concept of pricing and market structure.
- To know the countries policies and procedures for business.

Learning outcome:

Ready to analyse the Demand and pricing application according to the level of market with the changes of business environment including legal aspects.

Teaching Hours
(12hrs)

Unit-I: Introduction

- 1.1 Introduction about Demand and Revenue Analysis
- 1.2 Law of Demand
- 1.3 Factors affecting demand
- 1.4 Law of diminishing marginal utility
- 1.5 Consumer surplus
- 1.6 Elasticity of demand
- 1.7 Estimation of Demand and Forecasting Demand.

Unit-II: Pricing

(12hrs)

- 2.1 Pricing and Market structure
- 2.2 Pricing concepts and Determinants,
- 2.3 Pricing in Practice
- 2.4 Price Index
- 2.5 Market structure
- 2.6 Monetary and fiscal policy

Unit-III: Business Environment

(12hrs)

- 3.1 Introduction to Business Environment
- 3.2 Various Forces affecting the business environment

Unit –IV: Political environment

(12hrs)

- 4.1 Indian Political Philosophy towards Business Enterprise
- 4.2 Annual Financial Budgets
- 4.3 Various factors of government influencing the business policies

Unit-V: The Legal Environment

(12hrs)

- 5.1 Foreign Exchange Management Act
- 5.2 Export Import Policy
- 5.3 Indian Companies Act
- 5.4 Law of Contracts
- 5.5 Consumer Protection Act and Environment Protection Act – EMS
- 5.6 Negotiable Instruments Act
- 5.7 Sale of Goods Act.

Text Books:

- 1. Managerial Economics by Varshini and Mageshwari Sultan Chand
- 2. Business Environment – Francis Cherunilium
- 3. Business Law – N D Kapoor

Reference Books:

- 1. Managerial Economics by Dominik Salvatore
- 2. Business Environment by Aswanthappa, Himalaya Publications.

(Core-V) PRINCIPLES OF MANAGEMENT AND ORGANIZATIONAL BEHAVIOR

SEMESTER – I
No. of Hours: 60

Course Code: P16MS105
Credits: 5

General Objective:

The objective of the course are: To Discuss and communicate the Management evolution and how it will affect the future managers, make the participants know about the behavioral patterns of human beings as individual and as group in the context of an organization.

Specific Objectives:

- To familiarize the students with the Practice and the process of Management
- The Study of Organizational behavior enhances the Prediction and control of human behavior in an organization.

Learning Outcome:

On completion of this course, the Students will display competent Interpersonal decisional and communicational skills and the study of OB improves a person's ability to understand and respond to events that take place in a workplace.

Teaching Hours

Unit-I: Management

(12hrs)

- 1.1 Definition
- 1.2 Basic Principles of Management
- 1.3 Functions of Management
- 1.4 Evolution of Management thought from the early pioneers to Modern thinkers.

Unit-II: Organization

(12hrs)

- 2.1 Need- Hierarchy in an Organization and reporting relationship
- 2.2 Co-ordination
 - 2.2.1 Need of Co-ordination
 - 2.2.2 Techniques of Co-ordination.
- 2.3 Delegation and Authority
 - 2.3.1 Definition, Meaning
 - 2.3.2 Process-Techniques
 - 2.3.3 Factors affecting
 - 2.3.4 Advantages and Disadvantages
 - 2.3.5 Applicability to different forms to Structure

Unit-III: Organization behavior

(12hrs)

- 3.1 Definition of Organization behavior,
- 3.2 Contributing Disciplines to OB,
- 3.3 Responding to globalization.
- 3.4 The Individual behavior,
 - 3.4.1 Values
 - 3.4.2 Attitudes
 - 3.4.3 Personality
 - 3.4.4 Emotions
- 3.4.5 Perception
- 3.4.6 Learning
- 3.4.7 Motivation
- 3.4.8 Interpersonal behavior.

Unit-IV: Group Behavior and Organization Structure

(12hrs)

- 4.1 Group Behavior
 - 4.1.1 Teams
 - 4.1.2 Communication
 - 4.1.3 Organizational rules , Power, Authority and Status, Conflict.
- 4.2 Leadership
 - 4.2.1 Nature, Type and Approaches
 - 4.2.2 Development of leadership
 - 4.2.3 Group dynamics
- 4.4 Organization structure
- 4.5 Human Resource Policy
- 4.6 Organization Culture.

Unit-V: Conflict and Cross Culture Management

(12hrs)

- 5.1 Management of Change
- 5.2 Conflict management
- 5.3 Organization Health, Development and effectiveness
- 5.4 Cross Culture Management

Text Books:

1. Fred Luthans - Organisational Behaviour 10th e Tata Mcgraw Hill Publications
2. Stephen P Robbins - Organization Behavior
3. Koontz and Donnel - Organization Behavior

(Core-VI) ACCOUNTING FOR MANAGERS

SEMESTER – I
No. of Hours: 60

Course Code: P16MS106
Credits: 5

General Objectives:

- ❖ The purpose of this course is to impart basic knowledge of both financial and cost accounting so that students are able to understand financial statements and reports to make decisions.

Specific objectives:

- Learn about and gain practice with basic accounting concepts.
- Gain exposure to variety of processes and inventories in business firms.
- Improve ability to present analyses of various accounting decision making issues and organizational problems in concise, accurate, clear and interesting manner from the perspective of a client.
- Gain practice in modern accounting practices.

Learning outcome:

The broad learning outcome of this course for the students would be:

- ✓ To acquaint students with the idea of and inculcating the knowledge of basic accounting concepts and conventions.
- ✓ Gain knowledge about the principles and practice of share issue of market securities.
- ✓ To understand what is inventory management is about and how to record transactions in corporate.
- ✓ Develop skill of accounting and application of latest accounting techniques in various contexts.
- ✓

Teaching Hours

Unit-I: Basic accounting procedures and Final accounts

(12hrs)

- 1.1 Purpose and Scope of accounting
- 1.2 Changing role of Accountant in profession
- 1.3 Role of accounting manager in Industry and as a consultant
- 1.4 Basic accounting concepts and postulates and their implications.
- 1.5 Accounting Records and systems
- 1.6 The journal entries and its golden rules
- 1.7 Preparations of subsidiary books.
- 1.8 The Ledger account preparation
- 1.9 Debit and credit adjusting in ledger closing entries, rules in balancing accounts.
- 1.10 The trial balance preparation without suspense account preparation.

Unit-II: Company Accounts

(12hrs)

- 2.1 Introduction to company accounts
- 2.2 Types of shares
- 2.3 Issue of shares at par, at premium, at discount
- 2.4 Pro rata allocations, refund and adjustment.
- 2.5 Making calls, calls in arrear and calls in advance
- 2.6 Forfeiture of shares and adjustment with capital reserve.
- 2.7 Re-issue and bonus issue.

Unit-III: Cost Concepts and cost classifications

(12hrs)

- 3.1 Cost concepts and various types of cost classifications
- 3.2 Determination of costs, and cost sheet calculation
- 3.3 Elements of Cost,
- 3.4 calculation of material cost, issue procedures

Unit-IV: Marginal Costing

(12hrs)

- 4.1 Overheads meaning and classification
- 4.2 Overheads allocation,
- 4.3 Overheads Apportionment,
- 4.4 Overheads Absorption,
- 4.5 Overheads Control over Factory, administration, selling and distribution Overheads
- 4.6 Valuation of Inventories
 - 4.6.1 ABC analysis
 - 4.6.2 VED analysis
- 4.7 Marginal costing,
 - 4.7.1 Break Even Analysis
 - 4.7.2 Contribution approach and
 - 4.7.3 Direct costing,
 - 4.7.4 Short term Decision making,
- 4.8 Standard costing as a tool for control,
 - 4.8.1 Variance analysis
- 4.9 Budgetary control system.

Unit -V: Advanced Cost Concepts

(12hrs)

- 5.1 Relevant cost
- 5.2 Target cost
- 5.3 Activity based costing

Suggested Readings:

- 1. Advanced Accountancy - Suneel K Maheshwari ,Vol-1, 10th editions, Vikas Publishing.
- 2. Advanced Cost Accounting Cost Management , Sp Jain, Kl Narang, Simmi Agrawal, 2013, Kalyani Publishers / Lyall Bk Depot.

SEMESTER - II

S no	Title of the Paper	Course Code
1	Operations Research	P16MS207
2	Marketing Management (Principles and Concepts)	P16MS208
3	Production and Operations Management	P16MS209
4	Financial Management	P16MS210
5	Human Resource Management	P16MS211
6	ED-I Fundamentals of Management	P16MS2E1
7	Religious Instruction	P15VL2:1
8	Moral Instruction	P15VL2:2
9	Project -I (May/June)	P16MS2PJ

(Core-VII) OPERATIONS RESEARCH

SEMESTER – II
No. of Hours: 60

Course Code: P16MS207
Credits: 5

General Objective:

The objective of the course is to acquaint the student with the application of Operations Research to business.

Specific Objectives:

- i) To help them to grasp the significance of analytical techniques in decision making.
- ii) Students will be tested on the application of Operations Research to business related problems.

Learning Outcome:

On completion of this course the students will have good knowledge in decision making of different operations under various circumstances of business.

Teaching Hours
(12hrs)

Unit-I: Introduction to Operations Research

- 1.1 Operations Research
 - 1.1.1 Phases of Operations Research
 - 1.1.2 Scope of Operations Research
 - 1.1.3 Merits of Operations Research
 - 1.1.4 Limitations of Operations Research
 - 1.1.5 Concept of Optimization
- 1.2 LPP
 - 1.2.1 Theory of Simplex Method
 - 1.2.2 Canonical Form of LPP
 - 1.2.3 Graphical Method
 - 1.2.4 Simplex Method
 - 1.2.5 Big M Method.

Unit-II: Simplex and Transportation models

(12hrs)

- 2.1 LPP
 - 2.1.1 Primal and Dual Method
 - 2.1.2 Properties of Primal and Dual LPP
 - 2.1.3 Dual Simplex Method
- 2.2 Sensitivity Analysis
 - 2.2.1 Changes in tightness of Constraints (b_j values only)
 - 2.2.2 Co-efficient of Objective function (c_j values only)
- 2.3 Transportation Problem
 - 2.3.1. Vogel's approximation method
 - 2.3.2 MODI optimality test

- 2.4 Assignment problem
 - 2.4.1 Traveling salesman model

Unit-III: Network Analysis

(12hrs)

- 3.1. Network analysis
 - 3.1.1 Drawing of Arrow diagram
 - 3.1.2 Critical path method
 - 3.1.3 Calculation of critical path duration
 - 3.1.4 Total, free and independent floats,
- 3.2 PERT problems

Unit-IV: Decision Theory and Game Theory

(12hrs)

- 4.1 Decision trees
 - 4.1.1 Decision under uncertainty
 - 4.1.2 Decision under risk
- 4.2 Theory of Games
 - 4.2.1 Pure and mixed strategies
 - 4.2.2 Principles of dominance
 - 4.2.3 Graphical methods
 - 4.2.4 Simplex methods

Unit –V: Queuing Theory and Simulation

(12hrs)

- 5.1 Queuing theory
 - 5.1.1 M/M1/FIFO/ ∞ model
- 5.2 Markovian chain
- 5.3 Simulation
 - 5.3.1 Monte Carlo Method (Inventory method alone)

Reference Books:

1. Operations Research: An introduction, Handy A. Taha, Macmillan
2. Fundamentals of Operations Research for Management-Gupta and Cozzolino, Hoden-Day, IUC
3. Operations Research- KantiSwarup, Manmohan and Gupta, Sultan Chand and Sons.
4. Operations research methods and applications – Dr. P Mariappan, New Century Book House Pvt Limited, ISBN – 81 – 234 – 0716 – 5

(Core-VIII) MARKETING MANAGEMENT

SEMESTER – II
No. of Hours: 60

Course Code: P16MS208
Credits: 5

Objective:

The purpose of this course is to acquaint the students with the broad framework of Marketing Management and its principles and concepts with specific reference to the current business scenario.

Specific Objectives:

- i) To familiarize the students with the basic concepts of marketing.
- ii) To make the students use concepts of marketing in various applications in marketing

Learning outcome:

After studying this course the students will have in-depth knowledge in marketing which will help them to choose the specialized courses in marketing thereby resulting in a career in marketing for the students.

Teaching Hours
(12hrs)

Unit-I: Introduction to Marketing

- 1.1 Marketing: Meaning-Concept-Functions
- 1.2 Marketing Planning and Implementing Marketing Programs
- 1.3 Marketing Environment
- 1.4 Market Segmentation

Unit-II: Products and Price

(12hrs)

- 2.1 Product: Meaning
 - 2.1.1 Product Planning
 - 2.1.2 Product Policies
 - 2.1.3 Product Positioning
- 2.2 New Product Development Process
- 2.3 Product Life Cycle
- 2.4 Branding
 - 2.4.1 Packing
 - 2.4.2 Labeling.
- 2.5 Price: Pricing Objectives
 - 2.5.1 Factors affecting pricing decisions
 - 2.5.2 Methods and Procedure of Pricing
- 2.6 Relevance to Digital world

Unit-III: Marketing communication and Distribution

(12hrs)

- 3.1 Promotion: Meaning
 - 3.1.1 Marketing Mix
 - 3.1.2 Advertisement meaning
 - 3.1.3 Advertising Message

- 3.1.4 Copywriting
- 3.1.5 Advertisement Budgeting
- 3.1.6 Measuring Advertisement Effectiveness
- 3.2 Media Strategy
 - 3.2.1 Sales Promotion
 - 3.2.2 Personal Selling and Publicity
- 3.3 Physical Distribution: Distribution Mix
 - 3.3.1 Managing Channel Intermediaries
- 3.4 Transport and Warehousing
- 3.5 Distribution Strategies
 - 3.5.1 Distribution Cost Analysis.
- 3.6 Relevance to Digital world

Unit-IV: Application of Marketing

(12hrs)

- 4.1 Application of 4 P's in various sectors like FMCG, Consumer Durables, Pharmaceuticals and Industrial Products.
- 4.2 Consumer Behaviour (Meaning)
 - 4.2.1 Consumer decision making process
- 4.3 Marketing Research
- 4.4 Marketing Information System.

Unit-V: Marketing Strategies and Measuring marketing performance

(12hrs)

- 5.1 Marketing Strategies
 - 5.1.1 Tools for Competitive Differentiation of Product
 - 5.1.2 Strategies for Competitors – Leaders, Challenges, Follower and niches
- 5.2 Marketing of Services.
- 5.3 Consumerism and Consumer Protection act.
- 5.4 Evaluating and Controlling Marketing Performance.
- 5.5 Direct Selling
- 5.6 Direct Marketing.
- 5.7 Laws regulating marketing in India

Text Book:

Marketing Management – Ramaswamy and Namakumari McGraw Hill 5th Edition 2013

Reference Books:

1. Marketing – V S RAMASAMY and NAMAKUMARI, McMillian 2010 Edition
2. Fundamentals of Marketing – WILLIAM STANTON, MICHAEL ETZEL, BRUCE WALKER Tata McGraw Hill 1991
3. Marketing – ANTHONY G BENNET, Tata McGraw Hill 2009
4. Marketing Management – Philip Kotler PHI 2005 Edition

(Core-IX) PRODUCTION AND OPERATIONS MANAGEMENT

SEMESTER – II
No. of Hours: 60

Course Code: P16MS209
Credits: 5

General Objective:

The purpose of this course is to accustom the students with the wide framework of Production Management

Specific objectives:

To analyze its principles to produce goods services of right quality and quantity at right time and right manufacturing cost with specific reference to the current business economic scenario.

Learning outcome:

The student will be able work efficiently under Production and operations system with wider knowledge of the different techniques

	Teaching Hours
Unit-I: Introduction to Production and Operations Management	(12hrs)
1.1 Production function and systems	
1.1.1 Introduction	
1.1.2 Definitions and	
1.1.3 Types of production systems	
1.2 Strategic planning decisions for operations	
1.3 Demand forecasting for operations	
Unit-II: Plant Layout and Capacity Planning	(12hrs)
2.1. Technology and Design	
2.1.1 Products	
2.1.2 Services	
2.2 Capacity planning	
2.2.1 Design Capacity and System capacity	
2.2.2 Location	
2.3 Flexible/cell manufacturing systems	
2.4 Facility Layout	
2.5 5S Housekeeping	
Unit-III: Planning and Controlling	(12hrs)
3.1 Operations planning and control	
3.2 Planning	
3.2.1 Aggregate production	
3.2.2 Work force	
3.2.3 Inventory levels	
3.3 Inventory replenishment policies	

3.3.1 Just in Time

3.3.2 Kaizen

Unit-IV: Maintenance and Quality Control

(12hrs)

4.1 Maintenance

4.1.1 Maintaining system reliability

4.1.2 Maintenance SPC

4.1.3 Statistical quality control,

4.2 Quality Control

4.2.1 Quality assurance

4.2.2 Quality circles

4.2.3 Total quality control

4.3. Concepts for Quality

4.3.1 ISO Series

4.3.2 LEAN

4.3.3 MANU

4.3.4 TQM

4.3.5 Six Sigma

4.3.6 FMEA

4.3.7 QFD

Unit-V -World Class Manufacturing

(12hrs)

5.1 Industrial scheduling systems

5.2 Maintenance and World Class Manufacturing

5.3 Benchmarking

5.4 Concepts like TPM.

Text Books:

1. Production and Operations Management – Kanishka Bedi , 2013 Third edition , New Delhi, India : Oxford University Press
2. Modern Production/Operations Management - E.S. Buffa 8th Edition, Wiley publications
3. Production and Operations – R B Khanna, PHI Learning, 2007

Reference Books:

1. Production and Operations Management by Raymond R. Mayer, 6th Edition New York : McGraw-Hill, [1975]
2. Production and Operations Management, 1992, Alan Muhlemann, John Oakland, and Keith Lockyer, MacMillan India Ltd.

(Core-X) FINANCIAL MANAGEMENT

SEMESTER – II
No. of Hours: 60

Course Code: P16MS210
Credits: 5

General Objective:

The purpose of this course is to acquaint the students with the broad framework of financial decision making in an organization.

Specific objectives:

- To give everybody a base level of finance knowledge
- To give everybody the ability and confidence to tackle common financial problems in practice, and
- To provide adequate preparation for future finance concepts, especially the advanced corporate finance and investment systems.

Learning outcome:

The students will learn how managers should organize their financial transactions effectively and with integrity. Finally, financial markets are globally integrated and will discuss many cases and examples involving international companies, giving you a global perspective on financial management

Teaching Hours
(12hrs)

Unit-I Financial and Profit Analysis

- 1.1 Aims and objectives of financial management,
- 1.2 Aim and role of the finance manager,
- 1.3 Financial goal of the firm,
- 1.4 Financial Statements,
- 1.5 Financial analysis and control,
- 1.6 leverages and its types
 - 1.6.1 Operating and
 - 1.6.2 Financial leverage (shareholders return),
 - 1.6.3 Combined leverage
- 1.7 Financial and Profit Planning.

Unit-II Valuation Concepts and Investment Decisions

(12hrs)

- 2.1 Concepts of Value and Return
 - 2.1.1 Future value,
 - 2.1.2 Present value,
 - 2.1.3 Net present value
- 2.2 Present Value of Bonds
 - 2.2.1 Yield to Maturity
 - 2.2.2 Zero coupon bonds
- 2.3 Equity Shares valuation
- 2.4 Preference shares,
- 2.5 Analysis of Capital Budgeting Decisions
 - 2.5.1 Discounted Cash flow
 - 2.5.2 Non Discounted Cash Flow

- 2.6 Cost of Capital
 - 2.6.1 Cost of Debt,
 - 2.6.2 Cost of Preference,
 - 2.6.3 Cost of Equity
 - 2.6.4 weighted average Cost of Capital.

Unit-III Financing and Dividend Decisions

(12hrs)

- 3.1 Capital Structure
 - 3.1.1 Net Income Approach,
 - 3.1.2 Irrelevance of capital structure
 - 3.1.3 Relevance
- 3.2 Capital Structure Planning and Policy,
- 3.3 Optimum Capital Structure,
- 3.4 Dividend theory
 - 3.4.1 Dividend relevance
 - 3.4.2 Irrelevance
 - 3.4.3 Dividend Policy under market imperfections.

Unit-IV Working Capital Management

(12hrs)

- 4.1 Short – Term financing investments,
- 4.2 Management of Working Capital
 - 4.2.1 Permanent WC
 - 4.2.2 Variable WC
- 4.3 Cash
 - 4.3.1 Facets of Cash management
- 4.4 Receivables
 - 4.4.1 Need for credit
 - 4.4.2 Credit policy
 - 4.4.3 Monitoring receivables
- 4.5 Inventory management
 - 4.5.1 Need
 - 4.5.2 Objectives
- 4.6 Inventory control systems.

Unit-V Long Term Sources of Finance

(12hrs)

- 5.1. Capital Market
 - 5.1.1 Primary
 - 5.1.2 Secondary market
- 5.2 Long term sources of funds
 - 5.2.1 Shares,
 - 5.2.2 Preference shares,
 - 5.2.3 Debentures,
 - 5.2.4 Term Loans,
 - 5.2.5 Rights issue of equity shares,
- 5.3 Venture Capital
 - 5.3.1 Methods of venture financing
- 5.4 Mergers and Acquisitions
 - 5.4.1 Types,

- 5.4.2 Trends in India,
- 5.4.3 Value creation
- 5.5 Financial Policy.

Text Books:

1. Financial Management- I M Pandey, Vikas Publications.10th edition.
2. Financial Management- Theory and Practice by Prasanna Chandra, Tata McGraw Hill.8th edition

Suggested Text:

1. Bhalla , VK. Financial management and policy, 2nded, new Delhi, Anmol.1998.
2. Van horne, james c. financial management and policy. 10th ed. New Delhi, Prentice hall of India, 1997.

(Core-XI) HUMAN RESOURCE MANAGEMENT

SEMESTER – II
No. of Hours: 45

Course Code: P16MS211
Credits: 4

Objectives:

This course aims at (1) providing a conceptual frame work on Personnel management and Industrial Relations, (2) acquainting the participants with the Personnel and Industrial Relations Policies and Practices observable in industry, and (3) testing the Indian policies and practices against the conceptual framework referred to with respect to enhancing their effectiveness in utilizing human resources.

Specific Objectives:

To discuss how to strategically plan for the Human Resources needed to meet organizational goals and objectives.

Learning Outcome:

After studying this course the students will have in-depth knowledge, understanding and key skills that are required as HR professionals to contribute to dynamic organizations

Teaching Hours

Unit-I: Human Resource Functions

(9hrs)

- 1.1 The Human Resource function
- 1.2 Evolution of personnel management and Human Resource Management
- 1.3 Status and role of Human Resource Manage
- 1.4 Organization of HR Department
- 1.5 Organization planning
- 1.2 Human Resource planning
 - 1.2.1 Job analysis
 - 1.2.2 Job description
 - 1.2.3 Recruitment
- 1.2.4 Selection with special reference to testing and interviewing.

Unit-II: Training and Development

(9hrs)

- 2.1 Training and Development with special reference to methodologies of training
- 2.2 learning
- 2.3 Job changes
- 2.4 Job enlargement
- 2.5 Job enrichment
- 2.6 Job enhancement
- 2.7 Job Evaluation
- 2.8 Performance Appraisal methods.

Unit-III: Wage and Salary Administration**(9hrs)**

- 3.1 Wage and salary administration including emerging compensation structure like ESOP, ESOS Etc.,
- 3.2 Incentive payments
- 3.3 Employee, health, safety and welfare
- 3.4 Social security
- 3.5 Personnel research-
- 3.6 Separation
- 3.7 QWL

Unit-IV: Industrial relations**(9hrs)**

- 4.1 Industrial relations theories
- 4.2 State and industrial relations labour policy and legislative framework
- 4.3 Administrative dimensions of labour laws
- 4.4 Trade unions
 - 4.2.1 Functions
 - 4.2.2 Structure and policy
 - 4.2.3 Employers' Associations.

Unit-V: Labor management relations and recent trends in knowledge Industries (9hrs)

- 5.1 Labour Management relation
- 5.2 Industrial conflict
- 5.3 Collective bargaining
- 5.4 Participative management
- 5.5 Human Resource management in small and medium organizations
- 5.6 Emerging Trends in Knowledge Industries – BPO, ITES and other software companies.

Reference Books:

1. L.M.Prasad – Human Resource Management
2. C.B.Mammoria – Personnel Management
3. Edwin B Flippo – Personnel Management
4. Monappa and Saiyadin – Personnel Management
5. R. S Dwivedi – Man Power Management.

(EXTRA-DISCIPLINARY COURSE-1)
FUNDAMENTALS OF MANAGEMENT

SEMESTER – II
No. of Hours: 45

Course Code: P16MS2E1
Credits: 4

General objective:

The objective of the course is to familiarize the participants with the managerial patterns at various levels of the organization.

Specific Objectives:

- i) To help the students to understand about the managerial patterns followed by the organization.
- ii) To gain knowledge about the various managerial functions of the organization

Learning Objective:

In completion of this course the students will have knowledge about the various managerial functions of the organization, which in turn will help them to take decision effectively

Teaching Hours
(9hrs)

UNIT I – The Basis of Global Management Theory and Practice

- 1.1 Definition of management
 - 1.1.1 Its nature and Purpose,
- 1.2 Managing: Science or Art
- 1.3 Evolution of management thought
- 1.4 Introduction to various schools of management
- 1.5 Contributions of various thinkers
 - 1.5.1 Taylor
 - 1.5.2 Fayol
 - 1.5.3 Peter Drucker
- 1.6 The Functions of Managers
- 1.7 Mintzberg's managerial roles
- 1.8 Managers Skill's
- 1.9 Goal of a Manager.

UNIT II - Management and Society: The external Environment, Social Responsibility, Ethics and International Management. **(9hrs)**

- 2.1 Structure of Organization
- 2.2 Role of Information technology in the organization
- 2.3 Operating in a Pluralistic society
- 2.4 Social responsibility of managers
- 2.5 Ethics in managing
- 2.6 Trust as the basis for change management
- 2.7 International Management
 - 2.7.1 Multi-national companies
- 2.8 Japanese management
 - 2.8.1 Theory Z.

UNIT III – Planning

(9hrs)

- 3.1 Essentials of planning
 - 3.1.1 Managing by Objectives
 - 3.1.2 Types of plans
 - 3.1.3 Steps in Planning
 - 3.1.4 How to set objectives
- 3.2 The Strategic planning policies
- 3.3 Decision making
- 3.4 Development of alternatives
- 3.5 Selecting an alternatives
 - 3.5.1 Three approaches
 - I. Experience
 - II. Experimentation
 - III. Research and Analysis
- 3.6 Decision making
 - 3.6.1 Certainty
 - 3.6.2 Uncertainty
 - 3.6.3 Risk.

UNIT IV – Organizing

(9hrs)

- 4.1 Formal and Informal Organization
- 4.2 Span of management
- 4.3 Departmentation
- 4.4 Virtual Organization
- 4.5 Authority and Power
- 4.6 Delegation
- 4.7 Making Staff work effective
- 4.8 Avoiding conflict
- 4.9 Promoting Organization culture.

UNIT V – Leading

(9hrs)

- 5.1 Human factors
- 5.2 Motivation
 - 5.2.1 Maslows hierarchy of needs
 - 5.2.2 Motivation Techniques
- 5.3 Leadership Behavior and styles
- 5.4 Nature of committees and teams
- 5.5 Communication
 - 5.5.1 Process
 - 5.5.2 Effective communication
- 5.6 Controlling
 - 5.6.1 Process
 - 5.6.2 Control as a feedback mechanism
- 5.7 Co-ordination

Text Book:

Harold Koontz, Heinz Weihrich- Essentials of Management – ‘An international Perspective’, 7e Tata Mcgraw Hill Publishing Company Limited. New Delhi.

SEMESTER - III

S no	Title of the Paper	Course Code
1	Management Information System	P16MS312
2	International Business Management	P16MS313
3	Research Methodology	P16MS314

Semester III (Any five to be Chosen)

<i>Marketing</i>	<i>Sales and Distribution Management</i>	<i>P16MS3M1</i>
	<i>Advertising and sales promotion</i>	<i>P16MS3M2</i>
	<i>Strategic Brand Management</i>	<i>P16MS3M3</i>
<i>Finance</i>	<i>Global Financial Management</i>	<i>P16MS3F1</i>
	<i>Project Appraisal Planning and Control</i>	<i>P16MS3F2</i>
	<i>Security Analysis and Portfolio Management</i>	<i>P16MS3F3</i>
	<i>Micro Finance</i>	<i>P16MS3F4</i>
	<i>Commercial Banking Management</i>	<i>P16MS3F5</i>
<i>Human Resource</i>	<i>Managing Interpersonal Effectiveness</i>	<i>P16MS3H1</i>
	<i>Organizational Change and Development</i>	<i>P16MS3H2</i>
	<i>Labour Legislation</i>	<i>P16MS3H3</i>
	<i>Training and Development</i>	<i>P16MS3H4</i>
<i>Systems</i>	<i>Knowledge Management</i>	<i>P16MS3S1</i>
	<i>Enterprise-wide Information Systems</i>	<i>P16MS3S2</i>
	<i>Information Security and Control</i>	<i>P16MS3S3</i>
	<i>System Analysis and Design</i>	<i>P16MS3S4</i>
	<i>Digital Economy and E-Business</i>	<i>P16MS3S5</i>

Extra Credit Course: Consumer Behaviour PXMS3:1

(Core-XII) MANAGEMENT INFORMATION SYSTEMS

SEMESTER – III
No. of Hours: 60

Course Code: P16MS312
Credits: 5

General Objective:

To understand the concept of MIS and ERP and its applications

Specific Objectives:

1. To provide a fair understanding on Information systems for managerial decision support
2. To provide an exposure on application of various ERP packages
3. To understand ethical challenges in using MIS

Learning outcome:

It gives a better clarity on various information systems for managerial decision support, business process reengineering and various ERP packages

	Teaching Hours
UNIT -I Information Systems For Managerial Decision Support	(12hrs)
1.1 Management Information and Decision Support Systems	
1.2 Management Information Systems	
1.3 Expert Systems-Examples,	
1.4 Executive Information Systems	
1.4.1 Artificial Intelligence Technologies	
UNIT –II Business Process Re-engineering (BPR)	(12hrs)
2.1 Emergence of reengineering concept	
2.1.1 Business process restructuring Vs Business process reengineering	
2.1.2 Ford Mazda reengineering experience	
2.2 Transition from Functional focused Vertical organization to process focused Horizontal organization	
2.2.1 Porter’s value chain	
2.2.2 Transition of old economy (Brick and Mortar) company to new economy (Click and mortar) company	
2.3 Creating customer focused organization Chimney to grid, grid to bubble	
2.3.1 Identification re-engineering need	
2.3.2 Preparing for reengineering	
2.4 Global and Indian Practices of BPR Implementations.	
UNIT – III Enterprise Resource Planning (ERPI)	(12hrs)
3.1 Business Information Systems	
3.1.1 Marketing Information Systems	
3.1.2 Manufacturing Information Systems	
3.1.3 Human Resource Information Systems	
3.1.4 Accounting Information Systems	
3.1.5 Financial Information Systems	
3.1.6 Transaction Processing System.	
3.2 Evolution of ERP	
3.2.1 MRP-MRP II and MRP III	

- 3.2.2 Problems of System Island
- 3.2.3 Need for system integration.
- 3.3 Various ERP packages
 - 3.3.1 Evolution of SAP R/3 product-
 - 3.3.2 ERP and BPR
 - 3.3.3 ERP and SCM.
- 3.4 WEB enabled ERP.

UNIT – IV Enterprise Resource Planning (ERP II) (12hrs)

- 4.1 Process of ERP implementation
 - 4.1.1 ERP implementation strategies
 - 4.1.2 Personnel involved in ERP implementation
- 4.2 Consultant's way of selecting ERP package
 - 4.2.1 CEO's way of selection of ERP packages
- 4.3 Successful ERP implementation practice in global level and in India.

UNIT – V Management Information Systems: (12hrs)

- 5.1 Enterprise management
 - 5.1.1 Information Resource Management
 - 5.1.2 Strategic management,
 - 5.1.3 Operational Management
 - 5.1.4 Resource Management
 - 5.1.5 Technology management
 - 5.1.6 Distributed management.
- 5.2 Organizing Planning
 - 5.2.1 IS planning methodologies
 - 5.2.2 Critical Success Factors
 - 5.2.3 Business Systems planning-
 - 5.2.4 Computer Aided planning Tools.
- 5.3 Security and Ethical Challenges
 - 5.3.1 IS Controls
 - 5.3.2 Facility Controls
 - 5.3.3 Procedural Controls
 - 5.3.4 Computer Crime-Privacy Issues.
- 5.4 Introduction to Supply Chain Management and Customer Relationship Management.

Text Books

1. O'Brien, J.A. "Management Information Systems" Tat McGraw Hill Publications.
2. EIS by Prof. Balasubramanian

References

1. McLoed, J.R.R " Management Information Systems" Maxwell McMillan International
2. Kroenke D and et al " Management Information Systems- An Introduction" McGraw Hill Publications.
3. Kenneth Loudon – Management Information Systems – Pearson's Publication.

(Core-XIII) INTERNATIONAL BUSINESS MANAGEMENT

SEMESTER – III
No. of Hours: 60

Course Code: P16MS313
Credits: 5

General Objective:

The objective of this course is to introduce the students to the world of International Business and Management

Specific Objectives:

1. To study the cultural influences, government and business structures in our global economy.
2. To analyze about trade relations, international finance, legal and labor agreements.

Learning Outcome:

The students will be able to be part of MNC's by understanding the International scenario.

Teaching Hours

Unit-I-Introduction to International Business

(12hrs)

- 1.1.0 International Business
 - 1.1.1 Definition
- 1.2.0 Trade and Investment flow
- 1.3.0 Economic theories
 - 1.3.1 Mercantilism
 - 1.3.2 Theory of Absolute Advantage
 - 1.3.3 Theory of comparative advantage
 - 1.3.4 Competitive theory
 - 1.3.5 Product life cycle
 - 1.3.6 New trade theory
- 1.4.0 Forms of International Business.
 - 1.4.1 Exporting
 - 1.4.2 Licensing
 - 1.4.3 Franchising
- 1.5.0 FDI, FII'S Trade theories

Unit-II - GATT and Global Liberalization

(12hrs)

- 2.1.0 International Business Environment
 - 2.1.1 Globalization of Business
- 2.2.0 WTO and trade Liberalization
 - 2.2.1 Emerging issues
 - 2.2.2 Implication for India
- 2.3.0 Regional Trade Blocks
 - 2.3.1 Inter- regional trade among regional groups
 - 2.3.2 GATT
 - 2.3.3 GATS
 - 2.3.4 TRIPS
 - 2.3.5 TRIMS

Unit-III - Multinational corporations (12hrs)

- 3.1.0 Global Business Strategic Management
- 3.2.0 Structural Design of MNC's
- 3.3.0 Strategic Planning
- 3.4.0 Strategic Considerations
- 3.5.0 National Vs Global competitiveness

Unit-IV - MN's approaches to control (12hrs)

- 4.1.0 Control for MN's
 - 4.1.1 Approaches to control
- 4.2.0 Role of Information systems
- 4.3.0 Performance measurement
 - 4.3.1 Mechanics of measurement
 - 4.3.2 Various performance indicators
- 4.4.0 Evaluation and Evaluation systems.

Unit-V - Conflict management in International Business (12hrs)

- 5.1.0 Conflict in International Business and Negotiations
 - 5.1.1 Factors causing conflict
 - 5.1.2 Conflict resolution actions
- 5.2.0 Role of negotiations
- 5.3.0 Role international agencies in conflict resolutions

Text Books:

1. International Business (Fifteenth edition) by John D Daniels and Lee H Radebaugh, Pearson Education(2010)
2. International Maangement by Richard M Hodgetts and Fred Luthans, McGraw-Hill Education (ISE Editions) (2002)

Reference Books:

1. Global Business Today by Charles W L Hill, 9th edition, New York, N.Y : McGraw-Hill
2. The International Business Environment by Anand K Sundaram and Stewart Black, , Prentice Hall of India , New Delhi (2001)
3. International Business by Michael R czinkota, Ekka A Ronkainen and Michael H Mofeff, 8th edition Harcourt Thompson Learning, Singapore.
4. International Business: The challenge of Global competition by Don Ball and Wendell McCulloch,, Irwin Mcgraw Hill, Newyork. 11th edition

(Core-XIV) RESEARCH METHODOLOGY

SEMESTER – III
No. of Hours: 60

Course Code: P16MS314
Credits: 5

General Objective:

To impart knowledge of the concepts and tools of Research methodology and help them to grasp the significance of writing a report for the research work.

Specific Objective:

- i) To help the students to gain knowledge about the basics of research
- ii) To make the students familiarize with the statistical tools which are applied for research purpose
- iii) To help them to grasp the significance of writing a report for the research work.

Learning outcome:

On completion of this course the student will acquaint good knowledge about the concepts and tools of Research methodology which in turn will help them to write a report for the research work.

	Teaching Hours
Unit-I Introduction to Research Methodology	(12hrs)
1.1.0 Research	
1.1.1 Definition	
1.1.2 Meaning	
1.1.3 Characteristics	
1.1.4 Scientific attitude	
1.2.0 Research Process	
1.2.1 Significance	
1.2.2 Scope	
1.3.0 Research need	
1.3.1 Formulating the problem	
1.3.2 Designing	
1.3.3 Sampling	
1.3.3.1 Pilot testing	
1.3.4 Data collection	
1.3.5 Analysis and interpretation	
1.3.6 Report	
1.4.0 Research Design	
1.4.1 Exploratory	
1.4.2 Descriptive	
1.4.3 Diagnostic	
1.4.4 Experimental	

- 1.5.0 Review of Literature
- 1.6.0 Hypothesis
 - 1.6.1 Meaning
 - 1.6.2 Types

Unit-II Measurement and Scaling Techniques

(12hrs)

- 2.1.0 Measurement
 - 2.1.1 Nature
 - 2.1.2 Scales
 - 2.1.3 Sources and characteristics of sound measurement tool.
- 2.2.0 Scaling
 - 2.2.1 Nature
 - 2.2.2 Methods
 - 2.2.3 Scale construction techniques
- 2.3.0 Variables
 - 2.3.1 Meaning
 - 2.3.2 Types.
- 2.4.0 Sampling
 - 2.4.1 Nature
 - 2.4.2 Simple probability and complex probability
 - 2.4.3 Non-probability sampling.

Unit-III Methods of Data Collection

(12hrs)

- 3.1.0 Data
 - 3.1.1 Sources of data
 - 3.1.2 Collection of data
 - 3.1.3 Primary and secondary sources
 - 3.1.4 Questionnaire
 - 3.1.5 Checking the validity and reliability
 - 3.1.6 Survey observation
 - 3.1.7 Experimentation
 - 3.1.8 Details and evaluation.
- 3.2.0 Determination of sample size
- 3.3.0 Analysis and presentation
 - 3.3.1 Coding
 - 3.3.2 Data entry
 - 3.3.3 Tabulation
 - 3.3.4 Cross tabulation
- 3.4.0 Hypothesis
 - 3.4.1 Meaning
 - 3.4.2 Types
 - 3.4.3 TYPE I and TYPE II errors.

Unit-IV Testing of Hypothesis

(12hrs)

- 4.1.0 Statistical Significance
 - 4.1.1 Testing
 - 4.1.2 Procedures and Applications
- 4.2.0 Test of significance
 - 4.2.1 Z test,
 - 4.2.2 t – test
 - 4.2.3 F – test
 - 4.2.4 Chi square test
 - 4.2.5 ANOVA
 - 4.2.6 Application to managerial decision making
 - 4.2.7 Simple correlation
 - 4.2.8 Simple regression
 - 4.2.9 Introduction to Factor Analysis (only basic theory concepts)

Unit-V Report Writing

(12hrs)

- 5.1.0 Presenting results
 - 5.1.1 Written and oral reports
 - 5.1.2 The written research report
 - I. Preparatory items
 - II. Introduction
 - III. Methodology
 - IV. Findings and conclusions
 - V. Preparation and presentation of research reports in various specializations
 - 5.1.3 Referencing.

Practicles in :- SYSTAT and other related packages. (Exposure)

Recommended Text:

1. C R Kothari- Research methodology
2. Rao K V- Research Methods for Management and Commerce, Sterling.
3. EMORY AND COOPER- Business Research Methods.
4. TULL and HAWKINS – Marketing Research: Measurements and methods, Prentice Hall

**MARKETING (ELECTIVES)
SALES AND DISTRIBUTION MANAGEMENT**

SEMESTER – III
No. of Hours: 60

Course Code: P16MS3M1
Credits: 4 Credits

General Objective:

To make the students aware about the various concepts in Sales and Distribution Management.

Specific objectives:

- i) This course will highlight the various decisions to be taken in the market by the Field executives and managers.
- ii) This course will help the students of Marketing who will take up sales and distribution as a career.

Learning Outcome: On completion of this course the students will be able to work effectively and efficiently in the field of sales and distribution.

Unit-I Introduction to Sales Management:

**Teaching Hours
(12hrs)**

- 1.1 Concept of Sales Management
- 1.2 Nature, Need and Extent of Application of Sales Management.
- 1.3 The Sales Manager – Introduction and Functions
- 1.4 Sales Planning
- 1.5 Organizing sales Activities
- 1.6 Managing sales force.

Unit-II Sales Strategy:

(12hrs)

- 2.1 Channels of Distribution.
 - 2.1.1 Direct marketing
 - 2.1.2 Channel sales
 - 2.1.3 Personal selling.
- 2.2 Various selling objectives and sales related marketing policies
- 2.3 Formulating personal selling strategies.
- 2.4 The sales department.
- 2.5 Various functional roles in the sales department
- 2.6 Relationship Marketing.

Unit-III Sales Force Management:

(12hrs)

- 3.1 Recruitment, Selection and Training of Sales Personnel
- 3.2 Motivation and Compensation, Sales meeting and Sales Contests.
- 3.3 Controlling the Sales Effort
 - 3.3.1 Sales forecasting and budgeting
 - 3.3.2 Quotas setting
 - 3.3.3 Territories planning
 - 3.3.4 Branch administration.

Unit-IV Logistics and Physical Distribution**(12hrs)**

- 4.1 Channel Strategy and Positioning
- 4.2 Channel Member Selection and Development
- 4.3 Problems of working with channel members (Including Motivation and Compensation)
- 4.4 Channel Evaluation and control
- 4.5 Efficient stock replenishment plans
- 4.6 Win-win situation for channel partners.

Unit-V Emerging trends in sales and distribution Management**(12hrs)**

- 5.1 Various ERP Packages
- 5.2 Sales Management in Various sectors like FMCG
 - 5.2.1 Consumer Durables
 - 5.2.2 Pharmaceutical
 - 5.2.3 Software
 - 5.2.4 Services etc.
- 5.3 Introduction to industrial selling.
- 5.4 Case Studies.

Text Book:

1. Sales Management: Richard R Still and Edward D Cundiff Norman A P Govani PHI-Fifth Edition 2007

Reference Books:

1. Marketing Management: Ramasami and Namakumari/ Macmillan 4th Edition 2009
2. Marketing Management: Douglas J Dalrymple and Leonard Parsons 2000
3. Management of a Sales force – Spiro Stanton Rich Tata McGraw Hill – 11th Edition 2005
4. Warehouse Management and Inventory Control by JP Saxena – VIKAS Publishing 2009

Marketing (Electives)
ADVERTISING AND SALES PROMOTION

SEMESTER – III
No. of Hours: 60

Course Code: P16MS3M2
Credits: 4 Credits

General Objectives:

The aim of the paper is to acquaint the students with concepts, techniques and give experience in the application of concepts for developing an effective advertising and sales promotion program.

Specific Objective:

To explain the use of Advertising and sales promotion as a marketing tool

Learning Outcome:

After studying this course the students will have an in-depth knowledge and will be able to analyze the expanding environment of advertising, promotion program, media and communication techniques.

	Teaching Hours
Unit-I Advertising role and Marketing communication	(12hrs)
1.1 Advertising's role in the marketing process 1.2 Legal ethical and social aspects of advertising 1.3 Process of communication. 1.3.1 Two step flow of communication 1.4 Theory of Cognitive Dissonance and 1.5 Clues for advertising strategists.	
Unit-II Building of Advertising Program	(12hrs)
2.1 Stimulation of primary and selective demand 2.2 Objective setting and market positioning: 2.3 Dagmar approach 2.4 Determination of target audience 2.5 Building of advertising program- message, headlines, copy, logo, illustration, appeal, layout.	
Unit-III Media Planning and Budgeting	(12hrs)
3.1 Campaign planning 3.2 Media planning 3.3 Budgeting 3.4 Evaluation 3.4.1 Rationale of testing opinion and aptitude tests, recognition, recall, experimental designs 3.5 Advertising organization 3.6 Introduction to online advertising.	

Unit-IV Advertising Agency

(12hrs)

- 4.1 Selection compensation and appraisal of an agency
- 4.2 Electronic media buying
- 4.3 Advertising campaign- advertising V/S consumer behavior.

Unit-V Sales Promotion

(12hrs)

- 5.1 Sales promotion
- 5.2 Role of creative strategies
- 5.3 Different methods of sales promotion-
- 5.4 Evaluating effectiveness of different promotional strategies.
- 5.5 Differences between Advertising, Sales Promotion, Publicity, Public Relations.

TEXT BOOK:

Advertising Management – Crow Back, PHI, Pearson's.

SUGGESTED BOOKS:

1. Aaker David Advertising Management, 4th Edition. New Delhi, PHI
2. Belch, George E and Belch Michael A. Introduction to Advertising and Promotion. 3rd ed. Chicago, Irwin, 1995.
3. Borden, William H . Advertising. New York. John wiley,1981.
4. Hard, Norman. The practice of Advertising oxford, Butterworth Heinemann,1995.
Ogilvy David - Ogilvy on Advertising. London, Longman, 1983.
6. Sengupta subroto. Brand Positioning, Strategies for Competitive Advantages, Tata McGraw
7. Behind Powerful Brands – John Philip Jones

Marketing (Electives)
STRATEGIC BRAND MANAGEMENT

SEMESTER – III
No. of Hours: 60

Course Code: P16MS3M3
Credits: 4 Credits

General Objective:

The objective is to impart in – depth knowledge regarding the theory and practice of Brand management.

Specific Objectives:

1. To know about brand image and identity.
2. To understand the concept of brand equity.
3. To realize the practical working of brand in various sectors.

Learning Outcome:

On completion of this course the students will have sound knowledge to become Product or Brand Managers.

	Teaching Hours
Unit-I Understanding brands:	(12hrs)
1.1 Hierarchy: personality	
1.2 Brand image	
1.3 Brand identity	
1.4 Brand Positioning	
Unit-II Evaluating and Measuring Brands:	(12hrs)
2.1 Brand equity,	
2.2 Equity Measurements	
2.3 Value addition, brand	
2.4 Customer relationships	
2.5 Brand loyalty	
2.6 Customer Loyalty	
Unit-III Expansion and Building strong brands:	(12hrs)
3.1 Managing Brands	
3.2 Brand Creation,	
3.3 Brand Extension	
3.4 Brand- product Relationships	
3.5 Brand Portfolio	
3.6 Brand assessment through research.	
Unit-IV Financial aspects of branding	(12hrs)
4.1 Brand and Balance Sheet impact	
4.2 financial aspects of Branding	
4.3 Brand revitalization,	
4.4 Brand success.	

Unit-V How branding works in various sectors

(12hrs)

5.1 Branding in different sectors

5.2 Customer,

5.2.1 Industrial

5.2.2 Retail and service brands

5.3 Brand Audit

Text Book:

1. Strategic Brand Management – Jean Noel Kapferer, Koganpage, 5th Edition 2012

Reference Books:

1. David Aaker- Building strong Brands, Simon and Schuster 2011
2. Brand Management by Kevin Lane Keller, 4th Edition, Pearsons 2013
3. Brand Management – YLR Moorthy, 1st Edition, VIKAS Publishing.

**FINANCE (ELECTIVES)
GLOBAL FINANCIAL MANAGEMENT**

SEMESTER – III
No. of Hours: 60

Course Code: P16MS3F1
Credits: 4 Credits

Course Objective:

This course never loses sight in aiming to enlighten students on how to make financial managerial decisions.

Learning Outcomes:

Global financial management is founded on the belief that the fundamental job of the financial manager is to maximize shareholders wealth. This belief permeates the decision making process to reinforce the managerial perspective.

	Teaching Hours
Unit-I Foundations of International Financial Management:	(12hrs)
1.1 Globalization and Multinational Firm	
1.2 International Monetary System	
1.2.1 EMF	
1.2.2 Balance of payments	
1.3 IMF and other International Financial Institutions.	
Unit-II World Financial Market and Institution:	(12hrs)
2.1 International Money Market	
2.2 International Bond Market	
2.3 International Equity Market.	
Unit-III Foreign Exchange Exposure and Management:	(12hrs)
3.1 Management of Economic Exposure	
3.2 Management of Transaction Exposure	
3.3 Management of Translation Exposure.	
Unit-IV Financial Management of Multinational Firm:	(12hrs)
4.1 Foreign Direct Investment,	
4.2 Cross border acquisitions	
4.3 International capital structure	
4.3.1 Cost of capital	
4.4 International capital budgeting.	
Unit-V Cash Management and Corporate Governance:	(12hrs)
5.1 Multinational Cash Management	
5.1.1 Exports and Imports	

- 5.1.2 Transfer pricing
- 5.2 Corporate governance around the world.

Text book:

1. International Financial Management by EUN/Resnick

References Books:

1. International Financial Management by Maurice D Levi, Mcgraw Hill
2. Exchange rate arithmetic by C Jeevanandham, Sultan Chand

FINANCE (ELECTIVES)
PROJECT APPRAISAL PLANNING AND CONTROL

SEMESTER – III
No. of Hours: 60

Course Code: P16MS3F2
Credits: 4 Credits

General Objective:

- ❖ This course has been designed around the core areas of project planning, investment appraisal, social cost-benefit analysis, project risk, distributional effects, and impact assessment. This course will cover both private and public sector investment and appraisal techniques and will give emphasis on development projects which are wholly or partially funded from the public sector.

Specific objectives:

- An understanding of the conceptual framework underlying Projects appraisal
- Selection and Planning circumscribing an investment and
- Some insights into the operations and control of projects.

Learning outcome:

- ✓ Demonstrate their understanding of the time value of money, including the use of basic tools of financial engineering such as Net Present Value, Internal Rate of Return, and Annual Worth calculations
- ✓ Analyse and compare various alternative solutions over differing time horizons
- ✓ Employ the appropriate tools and techniques to determine and continuously monitor project feasibility
- ✓ Schedule, structure and manage cash flows on their projects - the single most important forecasting and control element leading to project success
- ✓ Examine and prepare for potential future conditions that might jeopardise the chances of project success, thereby maximising the organisation's return on the capital invested in projects
- ✓ Recognise the need to achieve the organisations overall strategic objectives rather than viewing projects in isolation
- ✓

Teaching Hours

Unit I: Planning

(12hrs)

1.1 Overview

- 1.1.1 Phases of capital budgeting,
- 1.1.2 Decision making,
- 1.1.3 Feasibility study

1.2 Resource allocation

- 1.2.1 Portfolio planning tools,
- 1.2.2 Strategic position and action evaluation

1.3 Idea generations

- 1.3.1 Monitoring the environment,
- 1.3.2 Corporate appraisal,
- 1.3.3 Scouting for project ideas
- 1.4 Screening of Projects.

Unit II: Feasibility

(12hrs)

- 2.1 Market and Demand Feasibility
 - 2.1.1 Situational analysis,
 - 2.1.2 Specification of objectives,
 - 2.1.3 Conduct of market survey
 - 2.1.4 Demand forecasting
 - 2.1.5 Market planning
- 2.2 Technical Feasibility
 - 2.2.1 Material input and utilities,
 - 2.2.2 Manufacturing process and technology,
 - 2.2.3 Product mix,
 - 2.2.4 Plant location,
 - 2.2.5 Machineries and equipment,
 - 2.2.6 Structures and civil work
- 2.3 Financial analysis
 - 2.3.1 Cost of project,
 - 2.3.2 Cost of production,
 - 2.3.3 Working capital requirements

Unit III: Financial feasibility

(12hrs)

- 3.1 Projected Cash flows
 - 3.1.1 Components of cash flow stream,
 - 3.1.2 Viewing project from different point of view),
- 3.2 Time value of money,
- 3.3 Identify the project cost,
- 3.4 Cost of Capital
 - 3.4.1 Debt,
 - 3.4.2 Equity,
 - 3.4.3 Preference,
 - 3.4.4 Return expected by investors
- 3.5 Appraisal Criteria
 - 3.5.1 Net Present Value,
 - 3.5.2 Benefit Cost Ratio,
 - 3.5.3 Internal Rate of Return,
 - 3.5.4 Payback Period.

Unit IV: Analysis of Risk

(12hrs)

- 4.1 Types and measures of project risk
- 4.2 Analytical Derivation or Simple Estimation
- 4.3 Sensitivity Analysis
- 4.4 Scenario Analysis
- 4.5 Monte Carlo Simulation
- 4.6 Decision Tree Analysis
- 4.7 Risk Analysis in Practice

Unit V: Implementation and Review**(12hrs)**

5.1 Project Management

5.1.1 Project planning

5.1.2 Project control

5.2 Project Review and administrative Aspects

5.2.1 Initial review,

5.2.2 Performance evaluation

5.3 Evaluating the Capital Budgeting system of an organization.

Text Book:

1. Projects Planning Analysis, Selection, Implementation and Review by Prasanna Chandra, Tata Mcgraw Hill Companies.

References Books:

1. Effective Project Management, by CLEMENTS / GIDO, Thomson, 2007 edition.

FINANCE (Electives)
SECURITIY ANALYSIS and PORTFOLIO MANAGEMENT

SEMESTER – III
No. of Hours: 60

Course Code: P16MS3F3
Credits: 4 Credits

General Objective:

This course provides an understanding of the conceptual framework underlying security analysis and portfolio management.

Specific objectives

1. To impart fair knowledge on various investment avenues
2. To understand the regulatory and tax framework circumscribing investment in securities
3. To give some insights into the operations of the Indian stock market and derivative market

Learning outcome

It gives a better clarity on how to invest money and make money in the stock market and derivatives market by reducing risk

Teaching Hours

Unit – I Introduction

(12hrs)

- 1.1 Investment Alternatives
- 1.2 Securities market
- 1.3 Risk and return.

Unit – II Analytical Methods

(12hrs)

- 2.1 Time Value of Money
- 2.2 Financial Statement Analysis.

Unit – III Portfolio theory and Capital Asset Pricing

(12hrs)

- 3.1 Benefits of Diversification
- 3.2 CAPM
- 3.3 APT

Unit – IV Security Analysis and Valuation

(12hrs)

- 4.1 Analysis and Valuation of Debt, Equity
- 4.2 Fundamental Analysis, Technical Analysis
- 4.3 Efficient Markets Hypothesis

Unit – V Derivates

(12hrs)

- 5.1 Options, Futures,
- 5.2 Applications of Options and Futures in Portfolio Management
- 5.3 Portfolio Management the grand design.
- 5.4 Portfolio performance evaluation models.

Text Book:

1. Investment Analysis and Portfolio Management by Prasanna Chandra

References Books:

1. “ Investment Management” by V.K. Bhalla
2. “Management of Investment” by Francis
3. “Security Analysis and Portfolio Management” by Fisher and Jordan.

FINANCE (Electives)
MICRO FINANCE

SEMESTER – III
No. of Hours: 60

Course Code: P16MS3F4
Credits: 4 Credits

General Objective:

To provide an understanding of the evolution of Micro Finance as a new development in the financial services industry

Specific objectives

1. To emphasize on the metrics used for assessing the financial performance of MF participants in India.
2. To emphasize on the metrics used for assessing the social performance of MF participants in India.
3. To give some insights on recent developments on Micro Finance industry

Learning outcome

Gain a clear knowledge about the Micro finance industry in India

Unit-I Evolution and Principles

Teaching Hours
(12hrs)

- 1.1 Evolution of Micro Finance
- 1.2 Principles of MF [approaches, methodologies and delivery system]

Unit-II Indian Scenario

(12hrs)

- 2.1 Micro Finance in India
- 2.2 Self Help Group [SHG]
 - 2.2.1 Bank linkage programmes,

Unit-III Micro finance Institutions

(12hrs)

- 3.1 Portfolio financing and financial performance of MFI
- 3.2 Social performance of MFIs,

Unit-IV Rating and Regulation

(12hrs)

- 4.1 Micro Finance Rating
- 4.2 Regulating Micro Finance industry

Unit-V Recent developments

(12hrs)

- 5.1 Recent Developments in the Micro-Finance Services Industry
- 5.2 The Foreign Funding Agencies.

Reference books:

1. Rural Credit and Self-Help Groups, K.G.Karmakar, SAGE Publications, Thir Edition, 2002.
2. MICROFINANCE-Emerging Challenges, Krishanjit Basu and Krishan Jinda Tata McGraw-Hill Publishing Company Limited, 2000.
3. Indian Microfinance, The Challenges of Rapid Growth, Prabhu Ghate, SAGE Publications, First edition, 2007.

FINANCE (Electives)
COMMERCIAL BANKING MANAGEMENT

SEMESTER – III
No. of Hours: 60

Course Code: P13MS3F5
Credits: 4 Credits

General Objective:

This course deals with understanding the assets and liability businesses of banks and its various functions.

Specific objective:

- Understand the nature of the commercial banking business. Ascertain the measures of bank return and risk performance and how they are applied to bank valuation decisions and management performance assessment.
- Learn the basics of financial institution management, including: analysis of their financial statements; asset and liability management; capital management; product development; and strategic and profit planning processes.
- Use information technology as a tool to do essential business tasks specifically by using the web to find information.
- Apply critical thinking skills to complex business problems by identifying and evaluating relevant issues and information.
- Use quantitative analytical skills to identify and analyze material factors that are involved in business problems.
- Individually or in a team environment research and organize written communication.

Learning outcome:

1. Provide students with an introduction to the financial management of the commercial banking enterprise
2. Afford students with an understanding of the basic issues involved in value creation and risk management for banking firms, and
3. Equip students with the technical and analytical tools, and strategic abilities necessary to understand the evolution and workings of the commercial banking industry.

Unit I Banking – Introduction

- 1.1 The Business of Banking,
- 1.2 The Indian Banking Structure,
- 1.3 The Role of the Central Bank
- 1.4 How it influences the banking environment.

Teaching Hours
(12hrs)

Unit II Assets and Liability

- 2.1 Asset – Liability Management,
- 2.2 Cash Reserve Ratio,
- 2.3 Fixation of interest rates.

(12hrs)

Unit III Portfolio management (12hrs)

- 3.1 Management of Investment Portfolios
- 3.2 How profits are generated
- 3.3 Other income generated
- 3.4 Bancassurance.

Unit IV Loans and Funds (12hrs)

- 4.1 Managing the sources of funds and
- 4.2 Providing loans to business
- 4.3 Providing loans to consumers.

Unit V (12hrs)

- 5.1 Case studies and analysis.

Text Books:

1. Management of Indian Financial Institutions – Srivastava, Divya Nigam, Himalaya Publishing Home.8th edition
2. Indian Financial System – M Y Khan.
3. Bank management –Timothy w. Koch by Tata Mc-Graw Hill

Reference Books:

1. Commercial bank financial management –Joseph f Sinkey
2. Commercial Banking – the management of risk - James W Kolari

**HUMAN RESOURCES (ELECTIVE)
MANAGING INTERPERSONAL EFFECTIVENESS**

SEMESTER – III
No. of Hours: 60

Course Code: P13MS3H1
Credits: 4 Credits

General Objective:

To enable the students to understand the importance of interpersonal effectiveness and the various facets that affect interpersonal relationships so as to help them to be better managers.

Specific Objectives:

1. To provide the understanding of the need for communication in self analysis
2. To know the importance of Transactional analysis
3. To analyze the need for counseling in managing work stress

Learning Outcome:

Apply the skills of transactional analysis in reduction of personal and official stress to improve the productivity of the organization.

	Teaching Hours
Unit-I Self and Communication	(12hrs)
1.1 Self: Defining and Perceiving	
1.2 Self effectiveness	
1.3 Self Perception, Motives and Strategies	
1.4 Developing Inter-personal skills	
1.5 Effective listening skills	
Unit-II Transactional Analysis	(12hrs)
2.1 Importance of TA in organizational communication	
2.2 How to use the knowledge of strokes and stamps	
2.3 How are you doing and what do you do next	
Unit-III Stress Management	(12hrs)
3.1 Stress – Symptoms	
3.2 Individual stress and Work related stress	
3.3 Burnout- coping with stress	
3.4 Developing a sense of humour- using humour at work	
3.5 Working women and stress on working women	

Unit-IV Counseling

(12hrs)

- 4.1 Managerial counseling
- 4.2 Styles of helping, counseling and performance appraisal
- 4.3 Skills and effective counselor

Unit-V Attitude and Assertiveness

(12hrs)

- 5.1 Attitude- Importance,
- 5.2 Factors that determine attitude
- 5.3 Positive and negative attitude- changing attitudes
- 5.4 Assertiveness- Nature,
- 5.5 Importance and Relevance,
- 5.6 Improving assertiveness
- 5.7 Individual assertive communication exercise.

References Books:

1. Thomas Harris – I'm OK , You're OK
2. John B Miner – Theories of Organisational Behavior
3. Marian Thomas – A new attitude – Jaico Publishing House.
4. Susasn Cartwright, Cary L Cooper – Managing work place stress. Sage Publications.
5. Haney W V – Communication and Organisational Behaviour.

**HUMAN RESOURCE (ELECTIVE)
ORGANISATION CHANGE AND DEVELOPMENT**

SEMESTER – III
No. of Hours: 60

Course Code: P13MS3H2
Credits: 4 Credits

Objective:

The Purpose of this course is to acquaint the students to know about the frame work of organizational change and the various principles of developing organizations.

Specific Objective:

To create an environment of trust so that employees willingly accept change.

Learning outcome:

After studying this course the students will be able adapt themselves as successful managers to accept changes in any working environment without any resistance, and organizational development helps him align with the vision of the organization

	Teaching Hours
Unit-I Introduction to OCD	(12hrs)
1.1 Organisational Change	
1.1.1 Need	
1.1.2 Objective	
1.1.3 Nature of Change	
1.1.4 Transactional and Transformational Change	
1.1.5 Models of Change or Theories of Change.	
Unit-II Organisational development	(12hrs)
2.1 OD	
2.1.1 Need	
2.1.2 Objectives	
2.1.3 OD Process	
2.1.4 Nature and Scope	
2.1.5 Characteristics	
2.1.6 Historical Perspectives	
2.1.7 Operational Components of OD	
2.2 Action Research.	
Unit-III Interventions in OD	(12hrs)
3.1 OD Interventions	
3.1.1 Need	
3.1.2 Personal and Interpersonal and Group Process Interventions	
3.1.3 Team Interventions – Inter group Interventions.	

Unit-IV Interventions and Types

(12hrs)

- 4.1 Comprehensive Interventions and Structural Interventions
- 4.2 Issues in Consultant and Client Relations
- 4.3 M, O, CA.

Unit-V Implementation and assessment of OD

(12hrs)

- 5.1 Implementation and assessment of OD
 - 5.1.1 Implementation Conditions for Failure and Success in OD
- 5.2 Impact of OD
- 5.3 Future of OD
- 5.4 OD in Indian Organizations.

References Books:

1. French and Bell: Organization Development.
2. Rosa both Moss Kanter: The Change Master.

**HUMAN RESOURCE (ELECTIVE)
LABOUR LEGISLATION**

SEMESTER – III
No. of Hours: 60

Course Code: P13MS3H3
Credits: 4 Credits

General Objective:

The purpose of this paper is to acquaint the student with various labour laws and welfare schemes for employees.

Specific objective:

- To understand Industrial, Labour and General Laws.
- To acquire knowledge in Labour and General Laws.

Learning outcome:

- The student will be exposed to various basic laws of their working environment and to familiarize the legal requirements stipulated under the Act.

	Teaching Hours
Unit-I Labour Legislations	(12hrs)
1.1 Introduction –	
1.2 The Concept of Labour Legislations,	
1.3 Industrial Revolution and the need for Labour Legislations,	
1.4 A brief over view of Fundamental Rights and Directive Principles of State Policy	
1.5 Principles of Natural Justice	
1.6 Labour Policy of Government of India,	
1.7 ILO and Indian Labour,	
Unit-II Factories Act	(12hrs)
2.1 Factory and wages law	
2.2 Factories Act: 1948,	
2.3 Payment of Wages Act 1936,	
2.4 Payment of Bonus Act. 1965,	
2.5 Minimum Wages Act 1948,	
Unit-III Industrial Act	(12hrs)
3.1 Trade union and industrial disputes laws	
3.2 Trade Unions Act 1926.	
3.3 Industrial Dispute Act 1947,	
3.4 Industrial Employment (Standing Orders) Act 1946	
Unit-IV Welfare Act-I	(12hrs)
4.1 Welfare laws	
4.2 Workmen’s Compensation Act 1923,	
4.3 Employment State Insurance Act 1948,	

4.4 Maternity Benefit Act 1961.

Unit-V Welfare Act-II

(12hrs)

5.1 The Employee's Provident Fund and Misc. Act, 1952,

5.2 Payment of Gratuity Act 1972.

5.3 Apprentices Act 1961,

5.4 Equal Remuneration Act 1976.

REFERENCE BOOKS:

1. Industrial Law, N.D. Kapoor : Sultan Chand and Sons, New Delhi.
2. Labour and Industrial Law, Dr. V.G. Goswami, Central Law Agency.
3. Industrial Relations, Arun Monappa: Tata McGraw Hill, New Delhi.
4. Srivastava, 'Industrial Relations and Labour laws', Vikas, 4th edition,

HUMAN RESOURCES(Elective) TRAINING AND DEVELOPMENT

SEMESTER – III
No. of Hours: 60

Course Code: P13MS3H4
Credits: 4 Credits

General Objective:

To familiarize the concepts associated with corporate training and to make the students understand the transition of training to development.

Specific Objectives:

1. To provide a fair understanding about the training need analysis in a company
2. To make the students to understand the training design and to design blue prints for project management
3. To know about the importance of Trainers training program

Learning Outcome:

Designing training program to suit to the present day job market and to acquire the basic skills of evaluating the training program organised

Unit- I Introduction and need analysis

**Teaching Hours
(12hrs)**

- 1.1 Introduction to training design and implementation
- 1.2 Needs analysis and needs assessment,
- 1.3 Performance Analysis,
- 1.4 Job Analysis,
- 1.5 Task Analysis,
- 1.6 Learner Analysis,
- 1.7 Context analysis and Skill Gap Analysis.

Unit -II Training Design

(12hrs)

- 2.1 Training objectives,
- 2.2 Training deliverables and Instruction strategies,
- 2.3 Training design,
- 2.4 Budgets and schedules,
- 2.5 Training project management,
- 2.6 Design blue prints and proto types.

Unit- III Tools and Techniques

(12hrs)

- 3.1 Drafting training materials
- 3.2 Developing Tests/ Assessments
- 3.3 Quality Control issues and full scale production

Unit- IV Training methods**(12hrs)**

- 4.1 Train the trainer programs
- 4.2 Classroom delivering of training
- 4.3 Non class room delivering techniques

Unit -V Evaluation**(12hrs)**

- 5.1 Role of evaluation
- 5.2 Evaluating reactions and learning
- 5.3 Evaluating transfer of training
- 5.4 Evaluating results of training
- 5.5 Past and future analyses

REFERENCE BOOKS:

1. DevendraAgochiya," Every Trainer's Handbook" 2nd Edition, Sage publications
2. UdaiPareek ,"Training and Development@
3. Training Handbook", Tata Mcgraw hill

**SYSTEMS (ELECTIVE)
KNOWLEDGE MANAGEMENT**

**SEMESTER – III
No. of Hours: 60**

**Course Code: P13MS3S1
Credits: 4 Credits**

General Objective:

To familiarize the students with Knowledge management and make them understand the relevant concepts associated with knowledge management

Specific objectives

1. To understand the concept of knowledge society
2. To understand the technological components on knowledge management
3. To give some insights on web based knowledge management

Learning outcome

It gives a better clarity on knowledge society, knowledge management and web based knowledge management

**Teaching Hours
(12hrs)**

Unit-I Knowledge society

- 1.1 Knowledge society
 - 1.1.1 From data to information to knowledge
 - 1.1.2 Drivers of knowledge management
 - 1.1.3 Intellectual capital.
- 1.2 KM and learning organizations - Case studies.

Unit-II Strategies

- 2.1 Strategic alignment-
 - 2.1.1 Creating awareness
 - 2.1.2 Articulation.
- 2.2 Evaluation and strategic alignment.
- 2.3 Infrastructural development and deployment
 - 2.3.1 Leadership, measurement
 - 2.3.2 Refinement Role of CKO

(12hrs)

Unit-III Business environment and Knowledge management

- 3.1 Analyzing Business environment
 - 3.1.1 Knowledge audit and analysis
- 3.2 Designing KM team
- 3.3 Creating KM system blue print implementation
 - 3.3.1 Capture - stores and sharing.

(12hrs)

Unit-IV Components

- 4.1 Technology components
 - 4.1.1 Intranet and Groupware solutions
- 4.2 Tools for collaborative intelligence
 - 4.2.1 Web 2.0
- 4.3 Social networking
 - 4.3.1 Package choices
 - 4.3.2 Knowledge security.

(12hrs)

Unit-V Web based knowledge management

(12hrs)

5.1 Integrating with web

5.1.1 Based and internal operational and support systems

5.2 Change management

5.2.1 Reward systems

5.2.2 Conditions improvement

5.2.3 Case studies

5.3 KM applications in different industries

References books:

1. HBR on knowledge Management, Peter Ducker, Harvard University press, 1995
2. Knowledge Management, Fernandez, Gonzalez and Sabherwal, Pearson Pubs, 2004

SYSTEMS(ELECTIVE)
Enterprise-wide Information systems

SEMESTER – III
No. of Hours: 60

Course Code: P13MS3S2
Credits: 4 Credits

General Objective:

To understand about the Enterprise wide information systems and to gain insight about supply chain management and customer support management.

Specific Objectives:

1. To list the risks and benefits of ERP.
2. To describe about the implementation life cycle of ERP.
3. To explain about the concepts of supply chain management and customer relationship management.

Learning Objectives:

The student will able to get knowledge about the concepts of ERP, SCM and CRM and able to get placements in the field of IT administration.

	Teaching Hours
Unit – I Introduction	(12hrs)
1.1.0 ERP	
1.1.1 Introduction	
1.1.2 Basic concepts of ERP	
1.1.3 Evolution	
1.1.4 Risks and benefits of ERP	
1.2.0 ERP market	
1.2.1 Contracts with package: Vendors, Consultants and Employees	
Unit – II Implementation	(12hrs)
2.1.0 ERP package selection	
2.2.0 ERP Implementation life cycle	
2.2.1 ERP (Implementation) Transition strategies	
2.3.0 Success and failure factors of an ERP Implementation	
2.3.1 Operation and maintenance fundamental concepts	
2.4.0 BPR methodology	
2.4.1 Tools and techniques	
2.4.2 Implementation strategies	
Unit – III Supply Chain management	(12hrs)
3.1.0 Why SCM	
3.2.0 Re-engineering supply chain	
3.3.0 SCM framework	
3.3.1 SCM implementation	
3.3.2 Benefits of SCM	

- 3.4.0 Supply chain decisions and modeling approaches
 - 3.4.1 Strategies
 - 3.4.2 E-business and the distribution network
- 3.5.0 Role of IT-forecasting
 - 3.5.1 Aggregate planning and supply chain
 - 3.5.2 Electronic data interchange (EDI)

Unit – IV Customer support management (12hrs)

- 4.1.0 Introduction
 - 4.1.1 Preparing for technical implementation
- 4.2.0 Pre-order-customer support issues
 - 4.2.1 Online visibility via search engines
 - 4.2.2 Real time access to product information
- 4.3.0 Shipping and order tracking

Unit – V Point –of-order customer support issues: (12hrs)

- 5.1.0 Personalizing the order process
- 5.2.0 Understanding point of – order issues
 - 5.2.1 Providing pricing information
- 5.3.0 Post-order customer support issues
 - 5.3.1 Tracking orders-problem resolutions

Reference Books:

1. Alex Leon, Enterprise resource Planning, TATA McGraw hill, 2ndEd: 2003
2. Vinodkumar Garg and N.K.Venkitakrishna, Enterprise Resource Planning, PHI, 2ND EDITION, 2002.
3. SUNIL CHOPRA and PETER MEINDL, Supply Chain Management – Strategy, planning and operation, PHI, 2005
4. John w Gosney and Thomas P Boehm, Customer Relationship Management - Essentials P HI, 2003

SYSTEMS (ELECTIVE)
INFORMATION SECURITY AND CONTROL

SEMESTER – III
No. of Hours: 60

Course Code: P13MS3S3
Credits: 4 Credits

General Objective: To understand the scope of Information and security control

Specific Objectives:

1. To define TCP/IP.
2. To describe about the Data Security features.
3. To list the various IT risk management activity.

Learning Outcomes:

The students will be able to get knowledge about the Information security and control concepts.

	Teaching Hours
Unit – I Introduction	(12hrs)
1.1.0 Trends in IT applications in Business and Government	
1.2.0 The need for secured information management	
1.3.0 Components of IS Society	
1.4.0 Case studies	
1.4.1 Internet Technologies – TCP/IP	
Unit – II Risk Management	(12hrs)
2.1.0 Denial of Service	
2.2.0 Unauthorized access	
2.3.0 Firewalls	
2.3.1 Introduction and types.	
Unit – III Data security	(12hrs)
3.1.0 Essentials	
3.2.0 Data Encryption	
3.2.1 Encryption Standards	
3.3.0 Cost and Benefit analysis	
Unit – IV Access controls	(12hrs)
4.1.0 Access controls	
4.2.0 Systems and approaches for physical security	
4.3.0 Biometric controls	
4.3.1 Facility control	
4.4.0 Controls against natural calamity	
4.4.1 Disaster recovery and Business continuity.	

Unit – V Security and contingencies

(12hrs)

- 5.1.0 Planning for security
- 5.2.0 Planning for contingencies
 - 5.2.1 Policy and Programs
- 5.3.0 Risk Management
 - 5.3.1 Risk
 - 5.3.2 Risk Management
 - 5.3.3 People and projects
- 5.4.0 Personnel and security Law and ethics.

Reference Books:

1. Ron A Weber, Information Systems Control and Audit, Fifth Edition, Pearson Publications, 2004.
2. Harold F Tipton, Information Security Management Handbook, Fifth Edition, Pearson Publications, 2003.

SYSTEMS (ELECTIVE)
SYSTEM ANALYSIS and DESIGN

SEMESTER – III
No. of Hours: 60

Course Code: P13MS3S4
Credits: 4 Credits

General objective:

This course will familiarize the students with the role of student analyst and system related activities including system design and implementation

Specific objectives:

1. To impart fair knowledge on system analysis and design
2. To understand the implementation strategies
3. To give some insights on data base technologies and SQL

Learning outcome

It gives a clear knowledge on system analysis, system implementation and data base technologies

Teaching Hours
(12hrs)

Unit – I Introduction to system analysis and design

- 1.1 Overview of System Analysis and design Software
 - 1.1.1 Application today
 - 1.1.2 The changing scenarios.
- 1.2 Introduction to different methodologies
 - 1.2.1 Structured system analysis
 - 1.2.2 Problem identification-requirement analysis
 - 1.2.3 Tools and techniques feasibility analysis,
 - 1.2.4 Operational, technical and economic feasibility
- 1.3 Details of SDLC approach-mini cases

Unit – II 2.0 Tools and Techniques

(12hrs)

- 2.1 System analysis and Design
 - 2.1.1 Tools and Techniques for analysis design
 - 2.1.2 Structured concepts
 - 2.1.3 E-R diagrams-
 - 2.1.4 Data flow diagrams concepts
 - 2.1.5 Components-functions-functional decomposition
 - 2.1.6 Examples and case studies
- 2.2 Data dictionary concepts
 - 2.2.1 Structure charts
 - 2.2.2 Transportation-analysis
 - 2.2.3 Modular programming
 - 2.2.4 Cohesion and coupling
 - 2.2.5 I/Q and file design considerations
 - 2.2.6 Entity life histories (ELH)
 - 2.2.7 Standards and controls

Unit – III System implementation and maintenance

(12hrs)

- 3.1 Implementation strategies
 - 3.1.1 SW/HW selection and procurement
 - 3.1.2 Control and security
- 3.2 Issues of designing and implementing on-line systems
- 3.3 Data communication requirements
 - 3.3.1 System conversion approaches and selection issues

Unit – IV Database technologies

(12hrs)

- 4.1 Introduction to database technologies and CASE tools with specific packages
- 4.2 Overview of relational model
 - 4.2.1 Database creation
 - 4.2.2 SQL commands
 - 4.2.3 Normalization
 - 4.2.4 Designing forms and reports
- 4.3 Using CASE tools for system analysis and design
 - 4.3.1 Case studies

Unit – V Project development

(12hrs)

- 5.1 Project development selection of application
 - 5.1.1 Evaluation of design issued
 - 5.1.2 Costs/benefit analysis
- 5.2 Project and resource planning
 - 5.2.1 Design and development
 - 5.2.2 Testing and documentation
 - 5.2.3 Presentation and demonstration

Reference Books:

1. Hoffer, George and Valacich, Modern system analysis and design, 5th Edition Pearson Education, 2007
2. Whitten and Bentley, Systems Analysis and Design methods 6/E – McGraw Hill publications, 2005

**SYSTEMS (ELECTIVES)
DIGITAL ECONOMY and E – BUSINESS**

SEMESTER – III
No. of Hours: 60

Course Code: P13MS3S5
Credits: 4 Credits

General Objective:

To familiarize the concepts associated with E- business and to make the students understand the E- business culture

Specific objectives:

1. To impart fair knowledge on EDI
2. To understand the security issues in E – business
3. To know the concept of various business transaction

Learning outcome:

It gives a fair conceptual knowledge on digital economy and e business

Teaching Hours
(12hrs)

Unit-I Introduction to digital economy

- 1.1 Emerging digital economy
 - 1.1.1 Opportunities and challenges offered by internet generic business models.
- 1.2 Building electronic market place
 - 1.2.1 E-intermediaries
- 1.3 Mercantile models consumers and merchant perspectives.

Unit-II Strategic design

(12hrs)

- 2.1 Strategic alignment
 - 2.1.1 Business design
 - 2.1.2 Marketing through the internet.
- 2.2 Advertising and Marketing on the internet
 - 2.2.1 Analysis of markets
 - 2.2.2 Technology design
- 2.3 Inter organization systems EDI, Van and VPN
 - 2.3.1 Case studies.

Unit-III E - business system

(12hrs)

- 3.1 Electronic payment system
 - 3.1.1 Types of payments
 - 3.1.2 Payment gateways
 - 3.1.3 Intermediaries
 - 3.1.4 Bills payment
- 3.2 Technologies and implications.

Unit-IV Data security

(12hrs)

- 4.1 Security in e-business
 - 4.1.1 Date security
 - 4.1.2 Network security
 - 4.1.3 Physical security

- 4.1.4 Third policy clarification
- 4.2 Digital certificates or privacy legal issues in e-business.

Unit-V E- B2B

(12hrs)

5.1 Inter- Organizational systems

5.1.1 e- business and supply chain management

5.2 EDI – portals and other technologies for e-business to business connectivity.

Reference books:

1. Kalakota and Whinston A.B 'Electronic commerce – A manager's guide' Addison Wesley, USA, 2002
2. Turban Lee, King and Chang, Electronic Commerce – A managerial perspectives, Pearson's Publications, 2006

Extra Credit Course
CONSUMER BEHAVIOUR

SEMESTER – III
No. of Hours: 60

Course Code: PXMS3:1
Credits: 5 Credits

General Objectives:

The basic purpose of this course is students should understand the notion behind consumer behavior and its application.

Specific Objectives:

The course will help to understand the consumers' decision making process

Learning outcome:

This course will help students to take research decisions in understanding how to make questionnaire regarding customer behavior and purchasing pattern.

Unit-I Consumer Behaviour: An Introduction

- 1.1 What is Consumer Behavior?
- 1.2 Why to study Consumer Behavior?
- 1.3 Application of Consumer Behavior principles to Strategic Planning.
- 1.4 Role of marketing in consumer behavior.
- 1.5 Market Segmentation and consumer behavior.

Unit-II Consumer As An Individual

- 2.1 Consumer needs and motivation
- 2.2 Personality and Consumer Behavior Psychographics
- 2.3 Consumer Perception
- 2.4 Attitudes
 - 2.4.1 Attitude formation and change and learning

Unit-III Consumer In A Social and Cultural Setting

- 3.1 Group Dynamics and Consumer Reference Groups
- 3.2 Family, Social Class and consumer behavior
- 3.3 The influence of Culture on Consumer Behavior
 - 3.3.1 Sub-cultural and Cross Cultural Consumer Analysis
- 3.4 Green and Cause related marketing.

Unit-IV Consumer Decision Making Progress

- 4.1 Personal influence and the opinion leadership
- 4.2 Diffusion of innovation and process.
- 4.3 Consumer Decision making process.
- 4.4 Comprehensive models of consumer decision making.
- 4.5 New product purchase and repeat purchase.

4.6 Consumer satisfaction and dissonance.

Unit-V Consumer Behaviour Applications

5.1 Consumer Behavior application to profit and Non-profit Organizations

5.2 Social Marketing Concept,

5.3 Marketing Ethics,

5.4 Consumer Movement,

5.5 Government Policy and Consumer Protection,

5.6 Indian Consumer and Marketing Opportunities in India.

Recommended Books:

1. Leon G. Schiffman and Leslie Lazar Kanuk: Consumer Behaviour, PHI 2004
2. David Lydon Consumer Behaviour : Concepts and Application McGraw Hill 1999

SEMESTER - IV

S no	Title of the Paper	Course Code
1	Strategic Management	P16MS415
2	Project -II	P16MS4PJ

ELECTIVE (Any Two to be Chosen)

Semester IV (Any Two to be Chosen)

Marketing	<i>Rural Marketing</i>	<i>P16MS4M1</i>
	<i>Planning and Managing Retail Business</i>	<i>P16MS4M2</i>
	<i>Applied Marketing Research</i>	<i>P16MS4M3</i>
	<i>Services Marketing</i>	<i>P16MS4M4</i>
	<i>Customer Relationship Management</i>	<i>P16MS4M5</i>
Finance	<i>Financial Services</i>	<i>P16MS4F1</i>
	<i>Strategic Cost Management</i>	<i>P16MS4F2</i>
	<i>Corporate Valuation (M and A)</i>	<i>P16MS4F3</i>
Human Resource	<i>Compensation Management</i>	<i>P16MS4H1</i>
	<i>Performance Management</i>	<i>P16MS4H2</i>
	<i>Strategic Human Resource Development</i>	<i>P16MS4H3</i>
	<i>Talent Management</i>	<i>P16MS4H4</i>
Systems	<i>Software Project Management</i>	<i>P16MS4S1</i>
	<i>Business Intelligence</i>	<i>P16MS4S2</i>
	<i>RDBMS with ORACE</i>	<i>P16MS4S3</i>
	<i>Advanced MS Excel for Managers</i>	<i>P16MS4S4</i>

Extra Credit Course: Total Quality Management. PXMS4:1

ED Courses:

1. Fundamentals of Management P08MS2E1

(Core-XV) STRATEGIC MANAGEMENT

SEMESTER – IV
No. of Hours: 60

Course Code: P16MS415
Credits: 6 Credits

General Objective:

To develop an understanding of the strategic management concepts and develop a framework to analyze conceptual skills.

Specific Objectives:

1. To understand the global economy and role of corporate governance.
2. To provide an exposure to understand the environment
3. To analyse the Concepts and Tools of Strategy Evaluation

Learning Outcome:

Understand the need for the application of strategic management in the mission and vision of the firm in the process of implementation of the various strategies in controlling the organisation

Teaching Hours
(12hrs)

Unit- I Introduction to Strategic Management

- 1.1 Corporate Strategic planning
- 1.2 Mission and Vision of the firm
- 1.3 Development, maintenance and the role of leader
- 1.4 Strategic Management Process
- 1.5 Merits and limitations of corporate strategic planning
- 1.6 Strategic management in practice

Unit II Scanning the Environment

(12hrs)

- 2.1 General environment scanning
- 2.2 competitive environment analysis
- 2.3 Porter's 5 forces model
- 2.4 To identify opportunities and threat
- 2.5 Assessing internal environment through functional approach and Process Approach
- 2.6 Identifying critical success factors, to identify the strength and weakness
- 2.7 SWOT Audit

Unit- III Strategy Formulation

(12hrs)

- 3.1 Generic strategies and, Grand strategies
- 3.2 Strategies of leading Indian companies
- 3.3 Diversity
- 3.4 Strategic management at corporate level, at Business level and at Functional level

Unit- IV Concepts and Tools of Strategy Evaluation

(12hrs)

- 4.1 Competitive cost dynamics
- 4.2 BCG approach
- 4.3 Cash flow implication
- 4.4 GE matrix
- 4.5 A.D Little's Life cycle approach to strategic planning
- 4.6 Assessment of economic contribution of strategy

Unit V Strategy implementation and Control

(12hrs)

- 5.1 Organization structure, leadership and culture
- 5.2 Various approaches to implementation of strategy
- 5.3 Different approaches-Creative approach
- 5.4 Matching organization structure with strategy
- 5.5 McKinsey's 7S model-strategic control process
- 5.6 Du Pont's Control model and other quantitative and qualitative tools-steps
- 5.7 Future of strategic management and Knowledge management

Text book:

1. Strategic Management, John A Pearce II and Richard B Robinson, Jr, 9e, Tata Mcgraw Hill Companies.

**MARKETING (ELECTIVE)
RURAL MARKETING**

SEMESTER – IV

No. of Hours: 60

Course Code: P16MS4M1

Credits: 4 Credits

General Objectives:

The basic purpose of this course is students should understand rural area and its importance to economic development and rural marketing strategy.

Specific Objectives:

- To know rural area and its business.
- To find out the exclusive marketing's uniqueness in seeds, fertilizers, pesticides and agri durables.
- Understand the consumer's preference and product distribution.
- Give awareness about rural retailing and the method of purchase with service.

Learning Outcome:

It gives a better clarity in rural consumption and purchasing pattern. Also it gives knowledge about pura concept, ITC e chopal and rural retailing

Teaching Hours

Unit-I Indian Rural Economy

(12hrs)

1.1 Rural area Definition

1.2 Structure and Environment

1.3 Infrastructure facilities

1.4 Irrigation potential and utilization

1.5 Features of agribusiness its significant contribution

1.6 Consumption patterns, productivity in agribusiness, its significant contribution to economic development: Relationship between agriculture and non-agriculture sectors.

1.7 Pura concept (Providing urban amenities in rural areas)

Unit-II Agri - Input Marketing

(12hrs)

2.1 Input requirements for agribusiness.

2.1.1 Pesticides 2.1.2 Farm equipments irrigation machinery

2.2 Consumption of other products: Marketing of products and services to rural population – issues and challenges,

2.3 ITC e chaupal

Unit-III Segmentation and Targeting Strategy

(12hrs)

3.1 Rural demand characteristics

3.2 Rural consumer behaviour and Estimating market potential

3.3 Bases for segmentation

3.4 Importance of opinion leadership and targeting decisions.

Unit-IV Marketing Mix Strategy Decisions

(12hrs)

4.1 Product mix

4.2 Pricing strategies

4.3 Distribution decisions

4.4 Positioning strategy

4.5 Planning and executing promotional programs.

Unit-V Support Mechanisms

(12hrs)

5.1 Customer relationship management

5.2 Customization and financing purchases

5.3 Post-sales and services

5.4 Evaluation of satisfaction and loyalty in rural retailing

5.5 Emerging trends in rural marketing and real life cases.

Suggested Reading:

- 1) Rural Marketing – Targeting the non urban consumer by SanalkumarVelayudhan
- 2) Rural Marketing by krishnacharyalu and Lalitha, Pearson Education.
- 3) New Perspectives on rural marketing by Ramkishen, Jaico books.
- 4) Agriculture economy of India by S Sankaran, Margham Publications.
- 5) Bottom of Pyramid – Prahalad C K

**MARKETING (ELECTIVE)
PLANNING AND MANAGING RETAIL BUSINESS**

SEMESTER – IV
No. of Hours: 60

Course Code: P16MS4M2
Credits: 4 Credits

General Objective:

This course will focus on (i) Manufacturers perspective on retailing (ii) Retailers understanding of the retail business. Equipping the students to work in the Indian and international retail environment.

Specific Objectives:

- To understand the forces that influence retailing.
- To know the customer preference in retailing.
- To know the importance of IT in supply chain management.
- To know the importance of technology in retailing.

Learning Outcome:

Completely fulfilled in the concepts of retailing and its promotions, supply chain management, excellent utility of technology in retailing.

Teaching Hours

Unit-I Broad Introduction to the retail environment (12hrs)

- 1.1 An introduction to the retailing system.
- 1.2 Retailing mix
- 1.3 Social forces, economic forces, technological forces, competitive forces,
- 1.4 Evolution of Retailing and its emerging trends.

Unit- II Formats and consumer behavior in retailing (12hrs)

- 2.1 Retailing definition, structure, different formats
- 2.2 Marketing concepts in retailing
- 2.3 Consumer purchase behaviour
 - 2.3.1 Cultural – and social group influence on consumer purchase behaviour.

Unit-III In store and Outdoor displays and Retail Promotions (12hrs)

- 3.1 Retail store location
- 3.2 Traffic flow and analysis
- 3.3 Population and its mobility
- 3.4 Exteriors and Interior layout and store design
- 3.5 Customer traffic flows and pattern, creative display.

Unit-IV Stock Management and SCM in Retailing (12hrs)

- 4.1 Merchandise planning , stock turns,
- 4.2 Credit management, retail pricing, return on per. Sq. feet of space
- 4.3 Retail promotions – staying ahead of competition.

- 4.4 Retailing and IT
- 4.5 Supply Chain management – warehousing
- 4.6 Role of IT in supply chain management.

Unit-V Major types of retailing and Use of IT in retailing

(12hrs)

- 5.1 Franchising, direct marketing/ direct selling
 - 5.1.1 Exclusive shops
 - 5.1.2 Destination stores
 - 5.1.3 Chain stores – discount stores
 - 5.1.4 Other current and emerging formats.
- 5.2 MLM – issues and options.
- 5.3 Retail equity, technology in retailing.
- 5.4 Retailing through the internet online buying, online payment gateways, Mobile trading.

Text Books:

1. Retailing – GEORGE H LUCAS, ROBERT P BUSH, LARRY G GRESHAM
2. Retail Management – Chetan Bajaj and Rajnish Tuli, OXFORD University Press -2009
3. Retailing Management – Swapna Pradhan – The McGraw Hill 2010.

Reference Books:

1. Retailing – Lamba, Tata Mcgraw Hill.
2. Retailing Management by Gibson G Vedamani JAICO Publishing: 3rd Edition 2008

**MARKETING (ELECTIVE)
APPLIED MARKETING RESEARCH**

SEMESTER – IV
No. of Hours: 60

Course Code: P16MS4M3
Credits: 4 Credits

General Objectives:

To inculcate the students with a fair knowledge on Marketing Research, Product Research, Pricing Research, Advertising Research and Sales Research.

Specific Objectives:

- To give a clean picture about Market research and Product research.
- To provide a fair understanding about pricing research and Advertising research.
- To give a knowledge about sales research.

Learning Outcome:

Students are capable to analyse research in the field of Marketing, Product, Pricing, Advertising and Sales.

Teaching Hours
(12hrs)

Unit-I Marketing Research

1.1 Marketing Research – Meaning, Importance and Scope.

1.2 Typical applications of MR, Merits and limitations of MR.

1.3 Role of MR in Marketing Information Systems.

1.4 Evolution of MR in India.

1.5 Overview of MR process – Research Designs – Research Methods – Questionnaire Design – Scaling Techniques – Sampling Procedure- Data Collection techniques of MR 1.6 Consumer panel research – retail audit – TV audience measurement – other syndicated research services.

Unit-II Product Research

(12hrs)

2.1 Product research

2.2 New product Development Process

2.3 Concept Testing- Test Marketing.

2.4 Research for Identifying market segments.

Unit-III Pricing Research

(12hrs)

3.1 Pricing Research.

3.2 Distribution Research- Researching for number and location of sales representatives-3.3 Deciding on the number and location of retail outlets and warehouses

3.4 Distributive cost analysis.

Unit-IV Advertising Research

(12hrs)

4.1 Advertising Research: Copy testing- Evaluating advertising effectiveness research- Before and after tests.

4.2 Media Research- Media Selection and Scheduling- Media Audiences Measurements.

Unit-V Sales Research

(12hrs)

5.1 Sales research – Methods for measuring market potential- Sales forecasting.

5.2 Sales Analysis- Sales analysis by territories

5.3 Sales Analysis by products- Sales Analysis by customers- Sales analysis by size of orders.

Reference Books:

1. Harper W Boyd Jr. Ralph Westfall and Stanley F stasch, Marketing Research: Text and Cases, Seventh Edition, All India Traveller Bookseller Publishers and Distributors, New Delhi 2002.
2. Rajendra Nagundkar Marketing Research: TEXT and Cases Second Edition, Tata Mcgraw Hill Publishing Company Ltd, New Delhi.
3. Ramanuj Majumdar, Marketing Research, Text Applications and Case studies. New Age International P Ltd. New Delhi 1996.

**MARKETING (ELECTIVE)
SERVICES MARKETING**

**SEMESTER – IV
No. of Hours: 60**

**Course Code: P16MS4M4
Credits: 4 Credits**

Objectives :

To acquaint the students with the recent opportunities in services marketing and its relationship with the fundamental concepts associated with the marketing mix.

	Teaching Hours
Unit-I Introduction to Services Marketing	(12hrs)
1.1 Services Marketing	
1.1.1 Nature, Need, Classification of Services	
1.2 Barriers and Issues in Services Marketing in the Indian Context.	
Unit –II Models of Services Quality	(12hrs)
2.1 Gaps model of service quality	
2.2 Expectations and perceptions	
2.3 Measuring service quality	
2.4 SERVQUAL	
2.5 Building customer relationships and service recovery.	
Unit-III Positioning Services	(12hrs)
3.1 Positioning service	
3.2 Development and designing services	
3.3 Service Blue printing	
3.4 Quality Function Deployment,	
3.5 Adding Value	
3.6 Physical Evidence and services cape.	
Unit-IV Pricing Strategies	(12hrs)
4.1 Pricing strategies for services.	
4.2 Creating and Managing service delivery	
4.3 Balancing demand and capacity	
4.4 Waiting lines and reservation.	
Unit-V Promotional Strategies	(12hrs)
5.1 Integrated services marketing communication	
5.2 Services advertising strategies	
5.3 Integrated model of services quality.	

TEXT BOOK:

1. Valarie A Zeithmal and Mary Jo Bitner, “Services Marketing” – Integrating Customer Focus Across the Firm”, TATA McGRAW HILL, New Delhi – 2002, 2nd Edition.

REFERENCE BOOKS:

1. Christopher Lovelock, “Services Marketing – People, Technology, Strategy” Addison Wesley Longman (Singapore), Pearsons Education Asia – 2001, 4th Edition.
2. Roland T Rust, Anthony J Zahorik and Timothy L Keiningham, “ Services Markeitng”, Addison Wesley Longman (Singapore).

**MARKETING (ELECTIVE)
CUSTOMER RELATIONSHIP MANAGEMENT**

SEMESTER – IV
No. of Hours: 60

Course Code: P16MS4M5
Credits: 4 Credits

Course Objectives: This course gives a complete knowledge about service sector. And it exhibits the effectiveness of CRM and the emerging trends of service sector.

Teaching Hours
(12hrs)

Unit – I Introduction to CRM

- 1.1 Marketing: Evolution and new Paradigms
- 1.2 CRM
 - 1.2.1 Definition and the Basic concepts.
 - 1.2.2 CRM and Service Marketing
 - 1.2.3 Tools for CRM

Unit – II Customer's value

- 2.1 Key accounts management
- 2.2 CRM and knowledge management
- 2.3 Life time value of the customer.

Unit – III Data Mining

- 3.1 Data Mining and Data Warehousing
- 3.2 Real world applications.

Unit – IV Emerging trends of service sector

- 4.1 Strategies for profitable dialogue with customers
- 4.2 Sales force automation
- 4.3 Marketing automation,
- 4.4 Call Centres, BPO and KPO.

Unit – V Implementation of CRM in service sector

- 5.1 CRM implementation and effectiveness
- 5.2 Banking, Health Care, Insurance, Travel Industries.

Text and Reference Books:

1. Stanley A Brown – Customer Relationship Management – Price water coopers
2. Green –CRM at the speed of light – TATA McGraw Hill
3. Jagdish N Sheth and Others – Customer Relationship Management – McGraw Hill
William G Zikmund – Customer Relationship Management -

**FINANCE (ELECTIVE)
FINANCIAL SERVICES**

SEMESTER – IV
No. of Hours: 60

Course Code: P16MS4F1
Credits: 4 Credits

General Objective:

To understand about the Non-Banking Finance Companies and their services such as Equipment Leasing, Hire Purchase and Consumer Credit, Bill Discounting and Factoring, Accessing Capital Market.

Specific Objectives:

1. To illustrate about the prudential norms and directions of NBFC's
2. To describe about the various concepts of Equipment Leasing, Hire Purchase and Consumer credit.
3. To list the various pre issue, issue activities, post issue obligations.

Learning Outcomes:

The student will be able to get knowledge about Non Banking Financial Companies and the activities in which these companies are involved.

Teaching Hours

Unit-I : Non-Banking Financial Companies

(12hrs)

- 1.1.0 Overview
 - 1.1.1 RBI act framework
 - 1.1.2 Scope and meaning of NBFC's
 - 1.1.3 Credit rating of NBFC's
- 1.2.0 Prudential norms and directions
 - 1.2.1 Asset classifications
 - 1.2.2 Capital Adequacy requirements.

Unit-II : Equipment Leasing

(12hrs)

- 2.1.0 Concept and classification
- 2.2.0 Significance and Limitations
- 2.3.0 Legal and Tax Aspects
 - 2.3.1 IAS-17 frame work
- 2.4.0 Lease Evaluation
 - 2.4.1 Lessee's Perspective
 - 2.4.2 Lessor's view point
- 2.5.0 Lease Accounting
- 2.6.0 Recent Developments

Unit-III : Hire Purchase and Consumer Credit

(12hrs)

- 3.1.0 Overview
 - 3.1.1 Conceptual Framework

- 3.2.0 Legal and Tax Aspects
- 3.3.0 Financial Evaluation of Hire Purchase
- 3.4.0 Accounting for Hire Purchase
- 3.5.0 Consumer Credit.

Unit-IV : Bill Discounting and Factoring

(12hrs)

- 4.1.0 Concept and forms of Bill Discounting
- 4.2.0 Concept and Types of Factoring
 - 4.2.1 Bill Discounting Vs Factoring
 - 4.2.2 Financial Evaluation of Factoring
- 4.3.0 Factoring in the Indian Context
- 4.4.0 Export Factoring and Forfaiting.

Unit-V : Accessing Capital Market

(12hrs)

- 5.1.0 Issue Management Intermediaries
 - 5.1.1 Merchant Banker
 - 5.1.2 Bankers, Brokers
 - 5.1.3 Registrar's
 - 5.1.4 Portfolio managers
- 5.2.0 Fraudulent and unfair Trade Practices
- 5.3.0 Activities procedures
 - 5.3.1 Pricing issues
 - 5.3.2 Promoters contribution
 - 5.3.3 Issue advertisement
 - 5.3.4 Book-building
 - 5.3.5 E-ipo
- 5.4.0 Post issue Obligations
- 5.5.0 Regulatory Framework
- 5.6.0 Credit rating.

Text Book:

1. Financial Services, M Y Khan, Tata MacgrawHill, 4th edition

FINANCE (Elective)
STRATEGIC COST MANAGEMENT

SEMESTER – IV
No. of Hours: 60

Course Code: P16MS4F2
Credits: 4 Credits

General Objective:

To understand about the advanced cost concepts such as target costing, life cycle costing, activity based costing and others.

Specific Objectives:

1. To acquire basic knowledge about costing and its methods.
2. To describe about the various total cost management concepts.
3. To list various merits demerits and importance of Activity Based Costing.

Learning Outcome:

The paper will enable the students to learn about the advanced cost concepts and apply it in industries during cost cutting measures.

Teaching Hours
(12hrs)

Unit-I Basic concepts of costing

- 1.1.0 Costing
 - 1.1.1 Purpose
 - 1.1.2 Utility
- 1.2.0 Elements of Cost
- 1.3.0 Cost Sheet
 - 1.3.1 Problems
 - 1.3.2 Designing Cost Systems for Job and Process oriented manufacturing environments
- 1.4.0 Cost Reduction and productivity:
 - 1.4.1 Cost reduction value analysis
 - 1.4.2 Productivity
 - 1.4.3 Value added concepts
- 1.5.0 Learning curves
- 1.6.0 Quality circles

Unit-II Total cost management

(12hrs)

- 2.1.0 Total Cost management
 - 2.1.1 Managing process cost
 - 2.1.2 Managing production costs
 - 2.1.3 Managing delivery costs
 - 2.1.4 Managing structural cost
- 2.2.0 Target costing
 - 2.2.1 Cost as a source of competitive advantage
- 2.3.0 Life cycle costing.

Unit-III Activity based costing

(12hrs)

- 3.1.0 Activity based costing
 - 3.1.1 Drawbacks of conventional costing
- 3.2.0 Methodology of ABC
 - 3.2.1 Merits
 - 3.2.2 Demerits
 - 3.2.3 Suitability of ABC
 - 3.2.4 Implementation of ABC
- 3.3.0 Management control systems
 - 3.3.1 Evaluating management control systems
 - 3.3.2 Engineered, discretionary and committed costs
- 3.4.0 Responsibility centers
 - 3.4.1 Evaluation of the performance of different responsibility centers
 - 3.4.2 Problems

Unit-IV Application of models

(12hrs)

- 4.1.0 Implications of linear programming for cost accountants
- 4.2.0 Guidelines for regression analysis
 - 4.2.1 Applications of regression analysis in cost functions.

Unit-V Strategic control system

(12hrs)

- 5.1.0 Strategic control systems
 - 5.1.1 Quality, time and cost as competitive weapons
- 5.2.0 Organization structure and decentralization
 - 5.2.1 Choices about responsibility centers
 - 5.2.2 Market based transfer prices.

Reference Books:

1. Strategic cost Management- Vijay Govindarajan
2. Management Accounting – Antony
3. Management Accounting – Batty
4. Cost Accounting – Horngern.

FINANCE(Elective)
CORPORATE VALUATION (M and A)

SEMESTER – IV
No. of Hours: 60

Course Code: P16MS4F3
Credits: 4 Credits

General Objective:

The course will familiarize the students with the role of mergers and related activities including Joint ventures, licensing, spinoffs, equity carveouts, tracking stocks, restructuring, alliances and other corporate interactions such as network relationships.

Specific Objectives:

- i. To familiarize the students with mergers and acquisitions
- ii. To help the students to acquaint knowledge about analyzing the stock in acquisition
- iii. To gain knowledge about capital structure and cost of capital
- iv. To gain knowledge about restructuring and financial engineering

Learning Outcomes:

The students will get knowledge about mergers and acquisitions and will be able to understand the jobs in financial services companies.

Teaching Hours

Unit-I Change forces and Mergers

(12hrs)

- 1.1.0 Merger Movements
- 1.2.0 Arbitrage activities
- 1.3.0 Various type of mergers
- 1.4.0 Anti trust policies
- 1.5.0 Various acts governing mergers
- 1.6.0 Strategy
 - 1.6.1 Strategy formulation
 - 1.6.2 Effective strategies.

Unit-II Deal structuring

(12hrs)

- 2.1.0 Methods of payment
- 2.2.0 Mergers and takeovers
- 2.3.0 Major challenges to Merger Success
- 2.4.0 Empirical studies of Merger performance
- 2.5.0 Calculation of returns
- 2.6.0 Alternative paths to growth
 - 2.6.1 Internal base or core growth
- 2.7.0 Mergers and takeovers
- 2.8.0 Joint ventures
- 2.9.0 Alliances and partnerships
- 2.10.0 Investments
- 2.11.0 Exclusive agreements

2.12.0 Licensing and Franchising.

Unit-III Valuation

(12hrs)

3.1.0 Analysis

3.1.1 The Use of stock in Acquisitions

3.1.2 Comparable Companies or Comparable Transactions Approach.

3.1.3 Discounted Cash Flow Analysis

3.1.4 Formula Methods in Valuation

3.1.5 Cost of Equity

3.1.6 Cost of debt.

Unit-IV Capital structure and the cost of capital

(12hrs)

4.1.0 Valuation in Mergers

4.2.0 Valuation Analysis

4.3.0 Negotiations.

Unit-V Restructuring and Financial Engineering

(12hrs)

5.1.0 Cash Flows

5.2.0 Dividends

5.3.0 Share repurchases

5.4.0 Takeover Defences

5.4.1 Operating performance

5.4.2 Financial Techniques

5.4.3 Restructuring and financial engineering.

Reference Books:

1. Mergers and acquisitions – J Fred Weston, Samuel C Weaver McGraw Hill

2. Strategic alliances – Warnock Davies, Jaico Publications.

HUMAN RESOURCE (Elective) COMPENSATION MANAGEMENT

SEMESTER – IV
No. of Hours: 60

Course Code: P16MS4H1
Credits: 4 Credits

General Objective:

To familiarize the students with concepts and challenges of managing and developing compensation management

Specific Objectives:

1. To promote understanding of issues related to the compensation or rewarding human resources
2. To impart skills in designing, analysing and restructuring reward management systems, policies and strategies
3. To have a knowledge of recent developments in compensation management

Learning outcome:

To understand and apply the best compensation management policies to suit the present business environment and modern workforce.

Teaching Hours
(12hrs)

UNIT – I Conceptual Framework

- 1.1. Conceptual and theoretical understanding of economic theory related to Compensation Management (Wage Concepts and Wage Theories).
- 1.2. Employee's satisfaction and Motivation issues in compensation design
- 1.3. Establishing Internal, External and individual equally

UNIT – II Calculation of Group Compensation

(12hrs)

- 2.1 Strategic importance of variable day
- 2.2 Determination of Inter and Intra industry compensation differentials
- 2.3 Individual and Group Incentives

UNIT – III Growth in India

(12hrs)

- 3.1. Dearness Allowance Concept-Emergence and Growth in India
- 3.2. The role of fringe benefits in reward systems Retirement Plans including VRS/Golden Handshake Schemes

UNIT – IV Executive Compensation

(12hrs)

- 4.1. Executive Compensation
- 4.2. Compensation Systems in Multinational Companies and IT companies including ESOP

UNIT – V Collective Bargaining

(12hrs)

- 5.1. Collective Bargaining Strategies
- 5.2. Long term settlements
- 5.3. Cases of Productivity Settlements
- 5.4. Exercises on drawing up 12(3) and 18(1) settlements
- 5.5. Emerging Trends in IR due to LPG

TEXT BOOKS:

1. Relevant Bare Acts.
2. Srivastava S.C. Industrial Relations and Labour Law, New Delhi, Vikas 1994.

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HUMAN RESOURCE (Elective)
PERFORMANCE MANAGEMENT

SEMESTER – IV
No. of Hours: 60

Course Code: P16MS4H2
Credits: 4 Credits

General Objective:

To familiarize the students with concepts and challenges of managing and developing human performance in organization.

Specific Objective :

1. To differentiate between performance appraisal and management
2. To identify the key performance indicators for Managers

Learning Outcome :

1. Enhance their skills in setting clear expectations and objectively measuring individual performance using objectives and competencies as key measures
2. Identify and practise some performance management strategies and techniques to enhance the performance and motivation in under-performing and high performing team members.

Teaching Hours
(12hrs)

Unit-I - Introduction to Performance Management

- 1.1.0 Performance Management
 - 1.1.1 Meaning
- 1.2.0 Difference between performance management and appraisal system
- 1.3.0 Work and performance
- 1.4.0 Managing performance
- 1.5.0 Process of PFM
- 1.6.0 Keys to high performance.

Unit-II -Individual and organizational performance

(12hrs)

- 2.1.0 Setting Objectives
- 2.2.0 Individual and Organizational Performance
- 2.3.0 Role Description
- 2.4.0 Performance Standards
- 2.5.0 Attributes of useful goals
- 2.6.0 Customizing plan for Manger
- 2.7.0 Criteria for good plan.

Unit-III -Monitoring and Mentoring

(12hrs)

- 3.1.0 Monitoring
 - 3.1.1 Objectives
 - 3.1.2 Process of Monitoring
- 3.2.0 Communication
- 3.3.0 Review Discussion
- 3.4.0 Purpose Of manager development, process, coach/counsel,
- 3.5.0 Mentoring.

Unit-IV - Stock Taking and Appraisal system Design

(12hrs)

- 4.1.0 Stock taking performance
 - 4.1.1 Introduction
- 4.2.0 Process Appraising for recognition and reward
 - 4.2.1 Pros and cons of appraising
 - 4.2.2 Methods of Appraisal
 - 4.2.3 Appraisal System Design
- 4.3.0 Implementation and HR Decisions.

Unit-V - Leadership and Team building

(12hrs)

- 5.1.0 Organizational Effectiveness
 - 5.1.1 Leadership and Change
- 5.2.0 Performance Management Skills
- 5.3.0 Managing Change
- 5.4.0 Operationalising Performance management
- 5.5.0 Team Oriented organizations
- 5.6.0 Developing effective teams
- 5.7.0 Leading high performance teams.

REFERENCE BOOK:

1. Prem Chadha: “Performance Management” McMillan Business Books 2003.

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HUMAN RESOURCE (Elective)
STRATEGIC HUMAN RESOURCE DEVELOPMENT

SEMESTER – IV
No. of Hours: 60

Course Code: P16MS4H3
Credits: 4 Credits

General objective:

To provide a strategic perspective in the development of human resource

Specific objective:

1. To describe the defining features of SHRD
2. To differentiate traditional notions of HRD from SHRD
3. To understand the theoretical reasons for why SHRD can add value to the business
4. To describe a number of theoretical and practical models of SHRD

Learning outcome :

To apply management skills and knowledge in a realistic Strategic Human resources environment.

Teaching Hours

Unit-I- Environment and strategic responses

(12hrs)

- 1.1.0 Introduction,
- 1.2.0 changing environment
- 1.3.0 Business Complexities
- 1.4.0 strategic responses
 - 1.4.1 Portfolio,
 - 1.4.2 process
 - 1.4.3 structure

Unit-II- The facets of HRD

(12hrs)

- 2.1.0 Significance of HRD
- 2.2.0 HRD and complexities advantage,
- 2.3.0 Business strategy and HRD,
- 2.4.0 Business policy and HRD,
- 2.5.0 Life cycle of organizations and HRD,
- 2.6.0 Organizational performance and HRD

Unit-III Practices and Facilitators

(12hrs)

- 3.1.0 SHRD fundamentals
- 3.2.0 SHRD initiatives
 - 3.2.1 Working conditions and family welfare
 - 3.2.2 HR Dept/ function,
 - 3.2.3 Training PA
 - 3.2.4 Job Enrichment
 - 3.2.5 Career planning,

- 3.2.6 Communication,
- 3.2.7 Empowerment.
- 3.3.0 Facilitators
- 3.3.1 Concerns of management
- 3.3.2 Concerns of Trade unions
- 3.3.3 Concern of frontier officers/supervisors
- 3.3.4 Concern of workers
- 3.4.0 IR Scenario
- 3.5.0 Trainability
- 3.6.0 Outsourcing

Unit-IV- Strategic responses and HRD systems

(12hrs)

- 4.1.0 Portfolio related strategic responses and Strategic HRD systems
- 4.2.0 Process related strategic responses and Strategic HRD systems
- 4.3.0 Structure related strategic responses and Strategic HRD systems

Unit-V - Practical exposure to SHRD

(12hrs)

- 5.1.0 Profile of study organizations,
- 5.2.0 Strategic responses of study organizations,
- 5.3.0 Strategic HRD system in study organization
- 5.4.0 Relationship between practices and facilitator
- 5.5.0 Alignment between responses and strategic HRD systems
- 5.6.0 Blocks of alignment and their solutions.

TEXT BOOKS:

1. Strategic Human Resource Development - Srinivas R Kaudula, PHI, 2001
2. Strategic Human Resource Development - RothvellandKazauas, PHI, 1989

**HUMAN RESOURCE (Elective)
TALENT MANAGEMENT**

SEMESTER – IV
No. of Hours: 60

Course Code: P16MS4H4
Credits: 4 Credits

General Objective:

To provide insights into effective management of human talents and reduce attrition in an organization.

Specific Objectives:

1. Determine talent management strategies to support an organization's objectives and goals
2. Identify how to build a talent pipeline to meet an organization's human capital needs
3. Develop and integrate a talent management system into organizations

Learning outcome:

To become familiar with the strategies and tools that human resource professionals use to create organizational excellence by identifying and retaining high quality talent.

	Teaching Hours
UNIT-I INTRODUCTION TO TALENT MANAGEMENT	(12hrs)
1.1.0. Talent Management	
1.1.1. Definition	
1.1.2. Building blocks of a Talent Management	
1.1.3. Role and importance of Job Core Competencies through Job Descriptions, Job Analysis and Job Design	
1.1.4. Elements of Talent Planning	
1.1.5. Understand and explain creation of a diversity initiative into the Talent Management process	
UNIT-II E- RECRUITMENT SYSTEMS	(12hrs)
1.1.Talent acquisition	
1.2.E-recruitment systems and	
1.3.How to evaluate and screen electronic resumes	
1.4.Applications for the best talent while conforming to the legal issues in the hiring process	
UNIT-III RECRUITMENT STRATEGIES	(12hrs)
3.1.Performance Management Systems in organizations and	
3.2.Their relationship between rewards to performance	
3.3.Develop a Career Track Planning Process	
3.4.Evaluating Internal and External recruitment strategies selection techniques	
UNIT-IV TALENT MANAGEMENT PLAN	(12hrs)
1.1.Develop and understanding of coaching, training and development	
1.2.Leadership Development	
1.3.Relationship of the Compensation plan and	
1.4.The implementation of the Talent Management plan	

UNIT-V HRIS PROCESS

(12hrs)

- 5.1. HRIS system and talent Management system
- 5.2. Outsourcing, contingent, contract/temporary workforce
- 5.3. Data security and reporting essentials in a Talent Management System

REFERENCES BOOKS

1. Lance A.B. and Berger, D.R. “The Talent Management Handbook : Creating Organizational Excellence by Identifying, Developing, and Positioning Your Best People”, McGraw-Hill 2003.
2. Allan Schweyer, “Talent Management Systems: Best Practices in Technology Solutions for Recruitment, Retention and Workforce Planning”, Wiley, 2004.

SYSTEMS (Elective)
SOFTWARE PROJECT MANAGEMENT

SEMESTER – IV
No. of Hours: 60

Course Code: P16MS4S1
Credits: 4 Credits

Course objective: This course helps the students to understand the scope of software project management

	Teaching Hours
Unit – I Introduction to SPM	(12hrs)
1.1 Definition	
1.1.1 Components of SPM-	
1.2 Challenges and opportunities-	
1.3 Tools and techniques	
1.4 Managing human resource and technical resource	
1.5 Costing and pricing of projects-	
1.6 Training and development	
1.7 Project management techniques.	
Unit – II Software development	(12hrs)
2.1 Monitoring and measuring of SW development	
2.2 Cost, size and time metrics	
2.2.1 Methods and tools for metrics	
2.2.2 Issues of metrics in multiple projects.	
Unit – III Quality measurement	(12hrs)
3.1 Quality in SW development	
3.2 Quality assurance	
3.3 Quality standards and certifications	
3.3.1 The process and issues in obtaining certification	
3.3.2 The benefits and implications for the organization and its customers	
3.4 Change management	
Unit – IV Risks involved in SPM	(12hrs)
4.1 The risk issues in SW development and implementation	
4.2 Identification of risks-resolving and avoiding risks	
4.3 Tools and methods for identifying risk management.	
Unit – V Project implementation	(12hrs)
5.1 Multiple projects-off-shore development issues	
5.2 Managing human resources	
5.3 Pricing and payments across countries	
5.4 Remote development and implementation.	

REFERENCE BOOKS:

Royce, Walker, Software Project Management, Pearson Education, 2002.
Kelker, S.A Software Project Management, Prentice Hall, 2003.

SYSTEMS (Elective)
BUSINESS INTELLIGENCE

SEMESTER – IV
No. of Hours: 60

Course Code: P16MS4S2
Credits: 4 Credits

General Objective:

To provide information about future trends in business management through effective handling of Information and usage of M.I.S.

Specific Objectives:

1. To know how to derive meaning form huge volume of data and information
2. To understand how knowledge discovering process is used in business decision making
3. To apply the recent tools and take effective Business decisions

Learning outcome:

To apply the tools of Big Data Management and appreciate the techniques of knowledge discovery for business applications.

	Teaching Hours
UNIT – I INTRODUCTION TO DSS	(12hrs)
1.1.0. Framework for computerized decision support	
1.1.1. Phases of the decision making process	
1.1.2. Components of DSS	
1.2.0. Origins and Drivers of business Intelligence	
1.2.1. Successful BI implementation	
1.2.2. Structure and components of BI	
UNIT – II DATA WAREHOUSING	(12hrs)
2.1. Definitions and concepts	
2.2. Data warehousing process overview	
2.3. Architecture	
2.4. Data integration	
2.5. Extraction and load process	
2.6. Data warehouse development	
2.7. Security issues.	
UNIT – III WEB INTELLIGENCE AND WEB ANALYTICS	(12hrs)
3.1.0. Business analytics: An overview	
3.1.1. Online Analytical processing	
3.1.2. Reporting and Queries	
3.1.3. Multidimensionality	
3.2. Data Visualization	
3.3. Web intelligence and web analytics	
3.4. Benefits of Web intelligence and web analytics	
UNIT – IV DATA MINING	(12hrs)
4.1. Data mining concepts	
4.2. Data Mining techniques and Tools	
4.3. Text Mining	

4.4. Web Mining

UNIT – V ARTIFICIAL NETWORKS

(12hrs)

- 5.1. Basic concepts
- 5.2. Learning in Artificial Neural Networks
- 5.3. Developing Neural Network systems
- 5.4. Others Neural Network Paradigms
- 5.5. Applications of Neural Networks

REFERENCE BOOKS

2. Efraim Turban, Jay E. Aronson, Ting-peng Liang and Ramesh Sharda, “Decision support and Business intelligence systems”, 8th Edition, Prentice Hall, 2007
3. Efraim Turban, Jay E. Aronson and David King, “Business Intelligence”, 1st Edition, Prentice Hall, 2008
4. G. K. Gupta, “Introduction to Data mining with Case Studies”, Prentice hall of India, 2011
5. Galit Shmueli, Nitin R. Patel and Peter C. Bruce, “Data Mining for Business Intelligence – Concepts, Techniques and Applications” Wiley, India, 2010

SYSTEMS (ELECTIVE)

RDBMS with ORACLE

SEMESTER – IV
No. of Hours: 60

Course Code: P16MS4S3
Credits: 4 Credits

General objective:

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

Specific objectives:

- Installing Oracle Database Software, Identify system requirements.
- Use Optimal Flexible Architecture, Install software with Oracle Universal Installer.
- Identify and configure commonly used environment variables, Creating an Oracle Database
- The Oracle Database
- Administration is primarily intended for Oracle Database
- administrators that have a strong foundation and expertise in the industry's most advanced

Learning Outcome

- Brief exposure will be received in database management system, Use SQL*Plus and iSQL*Plus to access the Oracle Database and make the students to Use SQL*Plus and iSQL*Plus to describe the logical structure of tables

	Teaching Hours
UNIT -I	(12hrs)
1.1 Overview of Database, 1.1.1 DBMS 1.1.2 RDBMS –	
1.2 Introduction to Oracle 1.2.1 Oracle Objects/Tools 1.2.2 Data Types	
1.3 SQL Commands: 1.3.1 DDL 1.3.2 DML 1.3.3 TCL 1.3.4 DQL 1.3.5 DCL	
1.4 Locks in Oracle.	
UNIT II	(12hrs)
2.1 Operators: 2.1.1 Arithmetic 2.1.2 Comparison	
2.2 Logical; 2.2.1 SQL Functions: 2.2.2 Date 2.2.3 Numeric 2.2.4 Character	

- 2.2.5 Conversion
- 2.3 Miscellaneous functions
- 2.4 Group Functions.

UNIT – III

(12hrs)

- 3.1 Joins:
 - 3.1.1 Simple Join
 - 3.1.2 Equijoin
 - 3.1.3 Non
 - 3.1.4 equijoin
 - 3.1.5 Self
 - 3.1.6 join
 - 3.1.7 Outer Join;
- 3.2 Set operators:
 - 3.2.1 Union,
 - 3.2.2 Union all,
 - 3.2.3 Minus,
 - 3.2.4 Intersect;
- 3.3 Sub Queries:
 - 3.3.1 Multiple Sub Queries and Correlated Sub Queries;
- 3.4 Constraints:
 - 3.4.1 Introduction,
 - 3.4.2 Types and Implementation;
- 3.5 Report writing using SQL

UNIT - IV

(12hrs)

- 4.1 PL / SQL:
 - 4.1.1 Introduction
 - 4.1.2 Advantages
 - 4.1.3 Architecture
 - 4.1.4 PL / SQL blocks
- 4.2 Date types
 - 4.2.1 Attributes
- 4.3 Basic programs in PL/SQL;
 - 4.3.1 Data base triggers:
 - 4.3.2 Syntax
 - 4.3.3 Parts
 - 4.3.4 Types
- 4.4 Enabling and Disabling Triggers
- 4.5 Dropping Triggers;

UNIT - V

(12hrs)

- 5.1 Procedures:
 - 5.1.1 Definition
 - 5.1.2- Implementation
 - 5.1.3 Execution;
- 5.2 Functions:
 - 5.2.1 MAX,
 - 5.2.2 MIN,

- 5.2.3 SORT,
- 5.2.4 COUNT,
- 5.2.5 AVERAGE
- 5.3 Factorial;
 - 5.3.1 Exceptions:
 - 5.3.2 User defined
 - 5.3.3 pre defined exceptions;

TEXT BOOKS:

1. George Koch and Kevin Loney, “ORACLE The complete reference”, TMH, New Delhi

SYSTEMS (Elective)
ADVANCED MS EXCEL FOR MANAGERS

SEMESTER – IV
No. of Hours: 60

Course Code: P16MS4S4
Credits: 4 Credits

OBJECTIVES:

To Familiarize Students with Basic to Intermediate Skills for Using Excel in Business Applications. To Gain Proficiency in MS Excel Utilities and in Creating Solutions for Data Management and Reporting.

Teaching Hours
(12hrs)

UNIT- I Worksheet

- 1.1 Create a Workbook
 - 1.1.1 Enter Data in a Worksheet
 - 1.1.2 Format a worksheet
 - 1.1.3 Format numbers in a worksheet,
- 1.2 Create an Excel table
 - 1.2.1 Filter data by using an AutoFilter
 - 1.2.2 Sort data by using an Auto Filter.
 - 1.2.3 Using Help(F1)
 - 1.2.4 KeyBoard Shortcuts
 - 1.2.5 Formatting Cells, Name Manager.
- 1.3 Visualizing Data Using Conditional Formatting
 - 1.3.1 Apply Conditional Formatting. Print a Worksheet
 - 1.3.2 Using Print Preview and Other Utilities.

UNIT II Manipulate Text

(12hrs)

- 2.1 Working with Dates and Time
- 2.2 Creating Formulas that Manipulate Text–Upper, Proper, Lower, Concatenate, Text to Column.
- 2.3 Create a Formula – Use a Function in a Formula.
- 2.4 Creating a formula for V Look up, H Lookup, Match and Index.

UNIT III Calculations

(12hrs)

- 3.1 Introduction to Formulas such PV, PMT, NPER, RATE
- 3.2 Creating Balance Sheet, Investment Calculations,
 - 3.2.1 Depreciation Calculations.
- 3.3 Chart your data
- 3.4 Creating Spark line Graphics
- 3.5 Using Insert Tab Utilities.

UNIT IV Data Tab

(12hrs)

- 4.1 Using Custom Number Formats: Right Click, Format Cells Window.
- 4.2 Using Data Tab and Data Validation
 - 4.2.1 Getting external Data
 - 4.2.2 Remove Duplicates
 - 4.2.3 Apply data Validation and Using Utilities from Data Tab.
- 4.3 Protecting Your Work

- 4.3.1 Using Review Tab Utilities
- 4.3.2 Performing Spreadsheet
- 4.4. What - If Analysis:
 - 4.4.1 Create a Macro, Activate and use an add-in.

UNIT V Statistical Analysis

(12hrs)

- 5.1 Analyzing Data with the Analysis Tool Pak:
 - 5.1.1 Anova
 - 5.1.2 Correlation
 - 5.1.3 Covariance
 - 5.1.4 Descriptive Statistics
 - 5.1.5 Histogram
 - 5.1.6 Random Number Generation
 - 5.1.7 Rank and Percentile, Regression
 - 5.1.8 Test, Z-Text.
- 5.2 Create Data for Pivot
- 5.3 Analyzing Data with Pivot Tables
- 5.4 Producing Report with a Pivot Table.

TEXT BOOK

1 John Walkenbach, Excel 2010 Bible (with CDROM), John Wiley and Sons, 2010 Edition.

REFERENCE BOOK

1 Greg Harvey, Excel 2007 for Dummies, New Perspectives on Microsoft Office Excel 2007.

SEMESTER-IV
Extra Credit Course: TOTAL QUALITY MANAGEMENT

SEMESTER – IV

Course Code: PXMS4:1
Credits: 5 Credits

General Objective:

To enrich the knowledge on Quality concepts, philosophies and tools in the managerial Perspective.

Specific Objectives:

1. To understand the concepts and techniques of Quality in Management
2. To explain the concepts related to Total Quality Management
3. To apply the quality concepts in Business for better performance

Learning outcome:

To apply quality philosophies and tools in organisation to facilitate continuous improvement and ensure employee and customer satisfaction.

Unit-I PRINCIPLES OF TOTAL QUALITY MANAGEMENT

- 1.1. Various definitions of Quality
- 1.2. Dimensions of Quality
- 1.3. Definitions of TQM
- 1.4. Principles of TQM
- 1.5. Quality Philosophies of Deming, Crosby and Juran, Deming Wheel
- 1.6. Evolution of TQM
- 1.7. Models of TQM

Unit-II PRACTICES OF TOTAL QUALITY MANAGEMENT

- 2.1.0. Top Management Commitment
 - 2.1.1. Leadership, Vision, Mission and
 - 2.1.2. Quality Policy Statements
- 2.2.0. Customer focus
 - 2.2.1. Internal and External Customer concept
 - 2.2.2. Customer Feedback
 - 2.2.3. Customer satisfaction
 - 2.2.4. Customer Retention
- 2.3.0. Employee Involvement
 - 2.3.1. Team work and Team building,
 - 2.3.2. Empowerment, Motivation and Training
- 2.4.0. Process Improvement
 - 2.4.1. Continuous Improvement Strategies,
 - 2.4.2. Types of Problems, Problem solving, Kaizen
- 2.5.0. Systems Methodology
 - 2.5.1. Process approach

- 2.5.2. Factual approach to Management
- 2.5.3. Supplier Partnership

Unit-III TOOLS AND TECHNIQUES OF TOTAL QUALITY MANAGEMENT

- 3.1.0. Top Management Commitment:
 - 3.1.1. New Seven Management Tools
 - 3.1.2. Bench Marking.
- 3.2.0. Customer Focus
 - 3.2.1. Quality Function Deployment
 - 3.2.2. Mistake proofing
- 3.3.0. Employee Involvement
 - 3.3.1. Quality Circles
 - 3.3.2. 5 S.
- 3.4.0. Process Improvement
 - 3.4.1. Statistical process Control,
 - 3.4.2. Total Productive Maintenance
- 3.5.0. Systems Methodology
 - 3.5.1. Old Seven QC Tools
 - 3.5.2. JIT and Kanban

Unit-IV QUALITY IMPERATIVES FOR BUSINESS IMPROVEMENT

- 4.1. Cost of Quality
- 4.2. Business Process Re-engineering
- 4.3. Reliability Analysis
- 4.4. Process Capability Analysis
- 4.5. ISO 9000:2000 Quality Management System
- 4.6. ISO 14000:1998 Environment Management System

Unit-V TQM IMPLEMENTATION STRATEGIES

- 5.1. Training for TQM
- 5.2. Road map to TQM
- 5.3. Malcolm Baldrige Quality Framework,
- 5.4. European Model for quality Management
- 5.5. Pitfalls in operationalising TQM.

TEXT BOOKS:

1. Total Quality Management by Dale H.Besterfield, Revised Third edition, Pearson Education, 2011
2. Total Quality Management – Text and Cases by Shridhara Bhat K, Himalaya Publishing House, First Edition 2002.

REFERENCE BOOKS:

2. Total Quality Management by PoornimaM.Charantimath, , Pearson Education, First Indian Reprint 2003.
3. The Management and Control of Quality by James R. Evans and William M. Lindsay, Sixth Edition, Thomson, 2005.

