Post - Graduate Programme in Business Administration

Courses of study, Schemes of Examinations & Syllabi (Choice Based Credit System)

DEPARTMENT OF MANAGEMENT STUDIES

BISHOP HEBER COLLEGE (Autonomous)
(Reaccredited with ‘A’ Grade (CGPA – 3.58/4.0) by the NAAC & Identified as College of Excellence by the UGC)
DST – FIST Sponsored College & DBT Star College
TIRUCHIRAPPALLI – 620 017 TAMIL NADU, INDIA

2016 – 2017
## Structure of the Curriculum

<table>
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<tr>
<th>Parts of the Curriculum</th>
<th>No. of courses</th>
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Master of Business Administration  
(For the candidates admitted from the academic year 2016 onwards)

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### Semester III (Any five to be Chosen)

**Marketing**
- Sales and Distribution Management P16MS3M1
- Advertising and sales promotion P16MS3M2
- Strategic Brand Management P16MS3M3

**Finance**
- Global Financial Management P16MS3F1
- Project Appraisal Planning and Control P16MS3F2
- Security Analysis and Portfolio Management P16MS3F3
- Micro Finance P16MS3F4
- Commercial Banking Management P16MS3F5

**Human Resource**
- Managing Interpersonal Effectiveness P16MS3H1
- Organizational Change and Development P16MS3H2
- Labour Legislation P16MS3H3
- Training and Development P16MS3H4

**Systems**
- Knowledge Management P16MS3S1
- Enterprise-wide Information Systems P16MS3S2
- Information Security and Control P16MS3S3
- System Analysis and Design P16MS3S4
- Digital Economy and E-Business P16MS3S5

**Extra Credit Course:** Consumer Behaviour PXMS3:1

### Semester IV (Any three to be Chosen)

**Marketing**
- Rural Marketing P16MS4M1
- Planning and Managing Retail Business P16MS4M2
- Applied Marketing Research P16MS4M3
- Services Marketing P16MS4M4
- Customer Relationship Management P16MS4M5

**Finance**
- Financial Services P16MS4F1
- Strategic Cost Management P16MS4F2
- Corporate Valuation (M and A) P16MS4F3

**Human Resource**
- Compensation Management P16MS4H1
- Performance Management P16MS4H2
- Strategic Human Resource Development P16MS4H3
- Talent Management P16MS4H4

**Systems**
- Software Project Management P16MS4S1
- Business Intelligence P16MS4S2
- RDBMS with ORACLE P16MS4S3
- Advanced MS Excel for Managers P16MS4S4

**Extra Credit Course:** Total Quality Management PXMS4:1

**Non-Major Elective Course offered by the Department:**

1. Fundamentals of Management - P16MS2E1
General Objectives:

1. To be familiar with both oral and written business communication
2. To learn the fundamentals of non-verbal business communication.

Unit-I: Introduction to Communication

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 is communication.

Unit-II: Business Correspondence

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-main message and correspondence

Unit-III: Report Writing

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

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

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


Reference Books

1. KK Sinha, -Business Communication- Allied Services 2012
General Objectives:

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

Unit-I Mathematics for Managers

1.0 Introduction to Mathematical Models and their need for Managerial Applications
   1.1 Matrices concept
   1.2 Basics of Arithmetic progression and Geometric progression
   1.3 Its application to Managerial Decision Making.

2.0 Business Functions
   2.1 Basics of differential calculus
   2.2 Marginal Functions (Revenue, Cost, Profit, Etc)
   2.3 Its application to managerial decision making.

Unit-II Statistics for Managers

2.1 Sampling and data collection
   2.1.1 Kinds of data
   2.1.2 Data condensation methods using different graphical methods and tables

2.2 Uni-variate Analysis of data using Measures of central tendency
   2.2.1 Mean
   2.2.2 Median
   2.2.3 Mode

2.3 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

3.0 Types of Correlation
   3.1 Methods of Studying Correlation
   3.2 Rank Correlation
   3.3 Regression Analysis
   3.4 Scatter Diagram
   3.5 Regression line

3.2 Method of Least squares
   3.2.1 Regression Co – efficient
   3.2.2 Standard error of estimates
Unit-IV Probability Theory

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

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 Books

Core III: INFORMATION TECHNOLOGY FOR MANAGERS
(Theory and Practical)

Semester – I
Total Hours : 75
Course Code: P16MSP03
Credits: 5

General Objectives:
1. To know applications of Information Technology in business management
2. To have hands on experience with business application software

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

Unit-IV: Laboratory
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

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

2. Alexis Leon, Matthew Leon, "Introduction to information systems" 2010
4. E K Saini and Pradeep - Computer in Business Applications - Kumar 2010

References Books:

2. Daniels N C, "Information Technology" –AddisionWaisely publications, 2015
Core IV: MANAGERIAL ECONOMICS AND BUSINESS ENVIRONMENT

Semester – I
Course Code: P16MS104
Total Hours: 75
Credits: 5

General Objectives:

1. To understand demand and its prediction.
2. To learn the concept of pricing and market structure.
3. To know the country’s policies and procedures for business

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

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

Unit-III: Business Environment

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

Unit –IV: Political environment

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: Macro Economics

5.1 National Income
5.1.1 Concepts of National Income.
5.1.2 Circular Flow of income
5.1.3 Measuring the difficulties in National Income.
5.2 Inflation
5.2.1 Definition
5.2.2 Causes of Inflation
5.2.3 Consequences of Inflation
5.2.4 Control of Inflation

5.3 Monetary Policy
5.3.1 Definition
5.3.2 Objectives
5.3.3 Instruments of Monetary Policy

5.4 Fiscal Policy
5.4.1 Definition
5.4.2 Objectives
5.4.3 Tools of Fiscal Policy

Text Books

Reference Books
Core V: PRINCIPLES OF MANAGEMENT AND ORGANIZATIONAL BEHAVIOR

Semester – I
Course Code: P16MS105
Total Hours: 75
Credits: 5

General Objectives:

1. To study the different components of Management
2. To enhance the prediction and control of human behavior in an organization

Unit-I: Management

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

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

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

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

4.3 Group dynamics

4.4 Organization structure

4.5 Human Resource Policy

4.6 Organization Culture.

Unit-V: Conflict and Cross Culture Management

5.1 Management of Change

5.2 Conflict management

5.3 Organization Health, Development and effectiveness

5.4 Cross Culture Management

Text Books


Reference Book

Core VI : ACCOUNTING FOR MANAGERS

Semester – I                                      Course Code: P16MS106
Total Hours: 75                                      Credits: 5

General Objectives:

1. To learn about basic accounting concepts
2. To understand variety of processes and inventories in business firms
3. To analyse various accounting decision making issues and organizational problems in concise, accurate, clear and interesting manner from the perspective of a client
4. To gain knowledge in modern accounting practices.

Unit-I: Basic accounting procedures and Final accounts

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

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

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

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 LIFO, FIFO, Weighted Average
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

5.1 Relevant cost
5.2 Target cost
5.3 Activity based costing

Suggested Readings

General Objectives:

1. To comprehend the significance of analytical techniques in decision making
2. To apply Operations Research to business related problems

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

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 (bj values only)
   2.2.2 Co-efficient of Objective function (cj 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

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

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

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:

Core VIII: MARKETING MANAGEMENT
(Priciples and Concepts)

Semester – II
Total Hours : 75
Course Code: P16MS208
Credits: 5

General Objectives:

1. To study the basic concepts of marketing
2. To use concepts of marketing in various applications of marketing

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

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

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**

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**

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:**


**Reference Books:**

3. Anthony G Bennet- Marketing –, Tata Mcgraw Hill 2009
Core IX: PRODUCTION AND OPERATIONS MANAGEMENT

Semester – II  
Course Code: P16MS209

Total Hours: 75  
Credits: 5

General Objectives:

1. To know types of production systems and strategic planning for operations
2. To learn the significance of capacity planning in manufacturing systems
3. To learn the strategies to be followed for workforce competency and inventory management
4. To learn components of quality control of the production

Unit-I: Introduction to Production and Operations Management

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

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

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

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

5.1 Industrial scheduling systems
5.2 Maintenance and World Class Manufacturing
5.3 Benchmarking
5.4 Concepts like TPM.

Text Books


Reference Books

Core X :FINANCIAL MANAGEMENT

Semester – II  
Course Code: P16MS210  
Total Hours: 75  
Credits: 5

General Objectives:

1. To imbibe the ability and confidence to tackle common financial problems in practice
2. To know possible future finance concepts, especially the advanced corporate finance and investment systems

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

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

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

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

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


Reference Books:

General Objective:

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

Unit-I: Human Resource Functions

1.1 The Human Resource function
1.2 Evolution of personnel management and Human Resource Management
1.3 Status and role of Human Resource Management
1.4 Organization of HR Department
1.5 Organization planning
1.6 Human Resource planning
   1.6.1 Job analysis
   1.6.2 Job description
   1.6.3 Recruitment
   1.6.4 Selection with special reference to testing and interviewing.

Unit-II: Training and Development

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

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

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

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

General Objectives

1. To understand Information systems for managerial decision support
2. To get exposed to application of various Enterprise Resource Planning (ERP) packages
3. To know the ethical challenges in using Management Information Systems (MIS)

UNIT - I Information Systems For Managerial Decision Support

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)

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)

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 (ERPII)

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:

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

2. Prof. K Balasubramanian Enterprisewide Information System, 2002

References

Core XIII : INTERNATIONAL BUSINESS MANAGEMENT

Semester – III
Course Code: P16MS313
Total Hours : 75
Credits: 5

General Objectives:

1. To know the emerging issues in the economy of our country by the trade liberalization
2. To know trade relations, international finance, legal and labor agreements

Unit-I - Introduction to International Business

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

2.1.0 International Business Environment
   2.1.1 Globalization of Business
2.2.0 World Trade Organisation 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

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

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

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


Reference Books

General Objectives:

1. To gain knowledge about the basics of research
2. To get familiarize with the statistical tools for analysing a data related to the research
3. To know the art of writing a report of the research outcomes

Unit-I Introduction to Research Methodology

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

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

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

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

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.

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

Reference Books

ELECTIVE - MARKETING
SALES AND DISTRIBUTION MANAGEMENT

Semester – III
Course Code: P16MS3M1
Total Hours: 75
Credits: 4

General Objectives

1. To know various decisions to be taken in the market by the Field executives and managers
2. To study sales and distribution as a career

Unit-I Introduction to Sales Management:

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:

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:

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

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

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


Reference Books:

Elective - Marketing
ADVERTISING AND SALES PROMOTION

Semester – III  
Total Hours: 75

Course Code: P16MS3M2
Credits: 4

General Objective:

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

Unit-I Advertising role and Marketing communication

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

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

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

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

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:


Suggested books:

Elective - Marketing
STRATEGIC BRAND MANAGEMENT

Semester – III
Total Hours: 75
Course Code: P16MS3M3
Credits: 4

General 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.

Unit-I Understanding brands:
1.1 Hierarchy: personality
1.2 Brand image
1.3 Brand identity
1.4 Brand Positioning

Unit-II Evaluating and Measuring Brands:
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:
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
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
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:


Reference Books:

1. David Aaker- Building strong Brands, Simon and Schuster 2011
ELECTIVE -FINANCE
GLOBAL FINANCIAL MANAGEMENT

Semester – III
Course Code: P16MS3F1

Total  Hours: 75
Credits: 4

General Objective:

To study global financial management

Unit-I Foundations of International Financial Management:

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:

2.1 International Money Market
2.2 International Bond Market
2.3 International Equity Market.

Unit-III Foreign Exchange Exposure and Management:

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:

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:

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

References Books:
2. C Jeevanandham, Exchange rate and risk management, Sultan Chand, 2015
General Objectives:

1. To understand the conceptual framework underlying project appraisal
2. To learn selection and planning circumscribing an investment
3. To get an insight into the operations and control of financial projects.

Unit I: Planning

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

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

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

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

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. Prasanna Chandra, Projects Planning Analysis, Selection, Implementation and Review, Tata Mcgraw Hill Co., 2009

References Book:

ELECTIVE - FINANCE
SECURTIY ANALYSIS and PORTFOLIO MANAGEMENT

Semester – III
Course Code: P16MS3F3
Total Hours: 75
Credits: 4

General Objectives:

1. To gain knowledge on various investment avenues
2. To understand the regulatory and tax framework circumscribing investment in securities
3. To study the operations of the Indian stock market and derivative market

Unit – I Introduction

1.1 Investment Alternatives
1.2 Securities market
1.3 Risk and return.

Unit – II Analytical Methods

2.1 Time Value of Money
2.2 Financial Statement Analysis.

Unit – III Portfolio theory and Capital Asset Pricing

3.1 Benefits of Diversification
3.2 CAPM
3.3 APT

Unit – IV Security Analysis and Valuation

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

Unit – V Derivates

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:


References Books:

ELECTIVE -FINANCE
MICRO FINANCE

Semester – III Course Code: P16MS3F4
Total Hours: 75 Credits: 4

General Objectives:

1. To study the metrics used for assessing the financial performance of Micro Finance (MF) participants in India.
2. To analyze the metrics used for assessing the social performance of MF participants in India.
3. To know the recent developments in Micro Finance industry

Unit-I Evolution and Principles

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

Unit-II Indian Scenario

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

Unit-III Micro finance Institutions

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

Unit-IV Rating and Regulation

4.1 Micro Finance Rating
4.2 Regulating Micro Finance industry

Unit-V Recent developments

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

Reference books:

ELECTIVE -FINANCE
COMMERCIAL BANKING MANAGEMENT

Semester – III Course Code: P16MS3F5
Total Hours: 75 Credits: 4

General Objectives:
1. To understand the nature of the commercial banking business.
2. To learn the basics of financial institution management.
3. To know the use information technology as a tool to do essential business tasks
4. To know to identify and analyze material factors that are involved in business problems.

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.

Unit II Assets and Liability
2.1 Asset – Liability Management,
2.2 Cash Reserve Ratio,
2.3 Fixation of interest rates.

Unit III Portfolio management
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
4.1 Managing the sources of funds and
4.2 Providing loans to business
4.3 Providing loans to consumers.

Unit V
5.1 Case studies and analysis.

Text Books:
Reference Books:

2. James W Kolari, Commercial Banking – the management of risk, Cengage Learning, 1995
ELECTIVE - HUMAN RESOURCE
MANAGING INTERPERSONAL EFFECTIVENESS

Semester – III
Course Code: P16MS3H1
Total Hours: 75
Credits: 4

General Objectives:
1. To understand the need for developing inter personal skills
2. To know the significance of Transactional Analysis (TA)
3. To know the need for stress management in Human resource development

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

Unit-V Attitude and Assertiveness
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:

ELECTIVE - HUMAN RESOURCE
ORGANISATION CHANGE AND DEVELOPMENT

Semester – III
Total Hours: 75
Course Code: P16MS3H2
Credits: 4

General Objective:

1. To know the components of organizational development
2. To know the factors influencing organizational development

Unit-I Introduction to Organisation Change And Development (OCD)

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 (OD)

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

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

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

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.

Reference Books:

ELECTIVE -HUMAN RESOURCE
LABOUR LEGISLATION

Semester – III
Course Code: P16MS3H3
Total Hours: 75
Credits: 4

General Objectives:

1. To understand Industrial, Labour and General Laws.
2. To know the Labour Welfare Acts.

Unit-I Labour Legislations

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

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

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

4.1 Welfare laws
4.2 Workmen’s Compensation Act 1923,
4.3 Employment State Insurance Act 1948,

Unit-V Welfare Act-II

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. N.D. Kapoor, Industrial Law, Sultan Chand and Sons, New Delhi, 1969
ELECTIVE - HUMAN RESOURCE
TRAINING AND DEVELOPMENT

Semester – III
Course Code: P16MS3H4
Total Hours: 75
Credits: 4

General Objectives:

1. To know the need for different types of training in a company
2. To learn to design, schedule and make a budget for training and identify the trainers
3. To know the methods of evaluation of a training.

Unit - I Introduction and need analysis

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

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

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

Unit- IV Training methods

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

Unit - V Evaluation

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:

2. Rolf P. Lynton and Udai Pareek, Training for Development, SAGE publications, 1967
General Objectives:

1. To understand the concept of knowledge society
2. To understand the technological components of knowledge management
3. To study web based knowledge management

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

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.

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.
Unit-V Web based knowledge management

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

1. To know the risks and benefits of Enterprise Resource Planning (ERP).
2. To study the implementation life cycle of ERP.
3. To learn the concepts of supply chain management and customer relationship management

Unit – I Introduction

1.1.0 Enterprise Resource Planning
   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

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

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

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:

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:

3. Sunil Chopra and Peter Meindl, Supply Chain Management – Strategy, planning and operation, PHI, 2005
General Objectives

1. To know Transmission Control Protocol (TCP) and the Internet Protocol (IP).
2. To learn about the Data Security features.
3. To study various Information Technology risk management activities

Unit – I Introduction

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

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

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

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

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:

ELECTIVE - SYSTEMS
SYSTEM ANALYSIS AND DESIGN

Semester – III
Total Hours: 75
Course Code: P16MS3S4
Credits: 4

General objective:
1. To gain knowledge on system analysis and design
2. To know system implementation strategies
3. To get an insight into database technologies and SQL

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 Tools and Techniques

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

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

4.1 Introduction to database technologies and CASE tools with specific packages
4.2 Overview if 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

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:

ELECTIVE -SYSTEMS
DIGITAL ECONOMY and E – BUSINESS

Semester – III  Course Code: P16MS3S5
Total  Hours: 75  Credits: 4

General Objectives:
1. To gain knowledge on Electronic Data Interchange(EDI)
2. To understand the security issues in E – business
3. To know the concept of various business transactions

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

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

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

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

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. Kalakotaand Whinston A.B ‘Electronic commerce – A manager’s guide’ Aditon Wesley, USA, 2002
Extra Credit Course  
CONSUMER BEHAVIOUR

Semester – III  
Course Code: PXMS3:1

Credits: 5

General Objective:

1. To comprehend the consumers' decision making process

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
CORE XV - STRATEGIC MANAGEMENT

Semester – IV
Course Code: P16MS415
Total Hours: 90
Credits: 6

General Objectives:

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

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

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

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

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

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:

ELECTIVE - MARKETING
RURAL MARKETING

Semester – IV
Total Hours: 90
Course Code: P16MS4M1
Credits: 4

General Objectives:

1. To know business and rural marketing
2. To know issues related to marketing seeds, fertilizers, pesticides and agricultural products.
3. To understand the consumer's preferences and product distribution.

Unit-I Indian Rural Economy

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

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

3.1 Rural demand characteristics
3.2 Rural consumer behavior and Estimating market potential
3.3 Bases for segmentation
3.4 Importance of opinion leadership and targeting decisions.

Unit-IV Marketing Mix Strategy Decisions

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

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.

Reference books:
1) Sanalkumar Velayudhan, Rural Marketing – Targeting the non urban consumer, Sage Publications, 2007
2) Krishnacharyalu and Lalitha, Rural Marketing, Pearson Education, 2002
3) Ramkishen, New Perspectives on rural marketing, Jaico books, 2002
4) S Sankaran, Agriculture economy of India, Margham Publications, 2012
ELECTIVE - MARKETING
PLANNING AND MANAGING RETAIL BUSINESS

Semester – IV
Course Code: P16MS4M2
Total Hours: 90
Credits: 4

General Objectives:

1. To understand the forces that influence retailing.
2. To study the customer preference in retailing.
3. To know the importance of IT in supply chain management.
4. To know the importance of technology in retailing.

Unit – I Broad Introduction to the retail environment

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

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

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

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

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. George H Lucas, Robert P Bush, Larry G Gresham, Retailing, 2005
2. Chetan Bajaj and Rajnish Tuli, Retail Management, OXFORD University Press -2009

Reference Books:
1. Lamba, Retailing, Tata Mcgraw Hill. 2001
ELECTIVE - MARKETING
APPLIED MARKETING RESEARCH

Semester – IV Course Code: P16MS4M3
Total Hours: 90 Credits: 4

General Objectives:
1. To know about Market research and Product research.
2. To understand pricing research and Advertising research.
3. To gain knowledge about sales research.

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.

Unit-II Product Research

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

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

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

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:

ELECTIVE - MARKETING
SERVICES MARKETING

Semester – IV
Course Code: P16MS4M4
Total Hours: 90
Credits: 4

General Objective

To get acquainted with the recent opportunities in services marketing and its connection with the fundamental concepts associated with the marketing mix.

Unit-I Introduction to Services Marketing

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

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

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 servicescape.

Unit-IV Pricing Strategies

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

5.1 Integrated services marketing communication
5.2 Services advertising strategies
5.3 Integrated model of services quality.
Text Book:


Reference Books:

ELECTIVE - MARKETING
CUSTOMER RELATIONSHIP MANAGEMENT

Semester – IV Course Code: P16MS4M5
Total Hours: 90 Credits: 4

General Objectives:
1. To know about different service sectors.
2. To understand the effectiveness of Customer Relationship Management (CRM) and the emerging trends of service sectors

Unit – I Introduction to Customer Relationship Management (CRM)

1.1 Marketing: Evolution and new Paradigms
1.2 Customer Relationship Management
   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:
General Objectives:

1. To know about the prudential norms and directions of Non-Banking Financial Companies
2. To learn various concepts of equipment leasing, Hire, Purchase and Consumer credit.
3. To analyse various pre issue, issue activities, post issue obligations.

Unit-I : Non-Banking Financial Companies

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

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 viewpoint
2.5.0 Lease Accounting
2.6.0 Recent Developments

Unit-III : Hire Purchase and Consumer Credit

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

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**

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:**

ELECTIVE - FINANCE
STRATEGIC COST MANAGEMENT

Semester – IV  
Course Code: P16MS4F2
Total Hours: 90  
Credits: 4

General Objectives:

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

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

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

3.1.0 Activity based costing
   3.1.1 Drawbacks of conventional costing
3.2.0 Methodology of Activity Based Costing
   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

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

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:

ELECTIVE - FINANCE
CORPORATE VALUATION (M and A)

Semester – IV Course Code: P16MS4F3
Total Hours: 90 Credits: 4

General Objectives:
1. To know the mergers and acquisitions
2. To get acquainted with analyzing the stock in acquisition
3. To gain knowledge about capital structure and cost of capital
4. To study restructuring and financial engineering

Unit-I Change forces and Mergers
1.1.0 Merger Movements
1.2.0 Arbitrage activities
1.3.0 Various type of mergers
1.4.0 Antitrust 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
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
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

4.1.0 Valuation in Mergers
4.2.0 Valuation Analysis
4.3.0 Negotiations.

Unit-V Restructuring and Financial Engineering

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. J Fred Weston, Samuel C Weaver, Mergers and acquisitions, Mcgraw Hill, 2004
2. Wamock Davies, Strategic alliances, Jaico Publications, 2015
ELECTIVE - HUMAN RESOURCE
COMPENSATION MANAGEMENT

Semester – IV
Total Hours: 90

Course Code: P16MS4H1
Credits: 4

General Objectives:

1. To understand issues related to the compensation or rewarding human resources
2. To imbibe skills in designing, analysing and restructuring reward management systems, policies and strategies
3. To know about recent developments in compensation management

UNIT – I Conceptual Framework

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

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

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

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

UNIT – V Collective Bargaining

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. Bhattacharya, Relevant Bare Acts, Excel books India, 2009
General Objectives:

1. To know to differentiate between performance appraisal and management
2. To learn to identify the key performance indicators for managers

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

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 Manager
2.7.0 Criteria for good plan.

Unit III - Monitoring and Mentoring

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

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

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

ELECTIVE - HUMAN RESOURCE
STRATEGIC HUMAN RESOURCE DEVELOPMENT

Semester – IV Course Code: P16MS4H3
Total Hours: 90 Credits: 4

General objectives:
1. To know the features of Strategic Human Resource Development (SHRD)
2. To learn 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 study theoretical and practical models of SHRD

Unit-I- Environment and strategic responses

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

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

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

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

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:

ELECTIVE - HUMAN RESOURCE
TALENT MANAGEMENT

Semester – IV
Total Hours: 90
Course Code: P16MS4H4
Credits: 4

General Objectives:

1. To acquire talent management strategies to support an organization’s objectives and goals
2. To learn to build a talent pipeline to meet an organization’s human capital needs
3. To learn to develop and integrate a talent management system into organizations

UNIT-I INTRODUCTION TO TALENT MANAGEMENT

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

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

1.1. Performance Management Systems in organizations and
1.2. Their relationship between rewards to performance
1.3. Develop a Career Track Planning Process
1.4. Evaluating Internal and External recruitment strategies selection techniques

UNIT-IV TALENT MANAGEMENT PLAN

4.1. Develop and understanding of coaching, training and development
4.2. Leadership Development
4.3. Relationship of the Compensation plan and
4.4. The implementation of the Talent Management plan

UNIT-V HRIS PROCESS

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


ELECTIVE - SYSTEMS
SOFTWARE PROJECT MANAGEMENT

Semester – IV
Course Code: P16MS4S1
Total Hours: 90
Credits: 4

General Objective:
1. To understand the scope of software project management

Unit – I Introduction to SPM

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

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

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

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

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:

ELECTIVE - SYSTEMS
BUSINESS INTELLIGENCE

Semester – IV  Course Code: P16MS4S2
Total Hours: 90  Credits: 4

General Objectives:

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

UNIT – I INTRODUCTION TO DECISION SUPPORT SYSTEM (DSS)

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

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

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

4.1. Data mining concepts
4.2. Data Mining techniques and Tools
4.3. Text Mining
4.4. Web Mining
UNIT – V ARTIFICIAL NETWORKS

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

ELECTIVE - SYSTEMS
RDBMS with ORACLE

Semester – IV
Course Code: P16MS4S3
Total Hours: 90
Credits: 4

General objectives:

1. To learn system requirements to install Oracle Database software
2. To learn database management system using ORACLE

UNIT -I

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

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

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

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 Database 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

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 Book:
ELECTIVE - SYSTEMS
ADVANCED MS EXCEL FOR MANAGERS

Semester – IV
Total Hours: 90
Course Code: P16MS4S4
Credits: 4

General Objectives:

1. To learn applications of Excel in Business.
2. To gain Proficiency in MS Excel Utilities and in Creating Solutions for Data Management and Reporting.

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 Key Board 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

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

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

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

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

General Objectives

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

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 Baldridge Quality Framework,
5.4. European Model for quality Management
5.5. Pitfalls in operationalising TQM.

Text Books:


Reference Books:

PG - Non Major Elective Course (NMEC)
(For the candidates admitted from the year 2016 onwards)
(Offered to Students of other Disciplines)

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General objectives:

1. To understand the managerial patterns followed by an organization.
2. To gain knowledge about various managerial functions of an organization.

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.


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

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  
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  
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:  