

**RATHINAM COLLEGE OF ARTS AND SCIENCE,
COIMBATORE-21 (Autonomous)
Department of Management Studies
(MBA-full time-two years programme)
Scheme of Examinations
(APPLICABLE TO STUDENTS ADMITTED FROM THE ACADEMIC YEAR 2013 – 2014)**

Study Components	Ins.hr /week	Examinations				Credit Point
		Exam. Hrs.	CIA	ESE	Total	
SEMESTER –I						
1.1. Management Principles and Practice	4	3	25	75	100	4
1.2. Organizational Behaviors	4	3	25	75	100	4
1.3. Managerial Economics	4	3	25	75	100	4
1.4. Financial and Management Accounting	4	3	25	75	100	4
1.5. Quantitative Methods for Management	4	3	25	75	100	5
1.6. Corporate Communication	4	3	25	75	100	3
SEMESTER –II						
2.1. Production and Operations Management	4	3	25	75	100	4
2.2. Marketing Management	4	3	25	75	100	4
2.3. Financial Management	4	3	25	75	100	4
2.4. Human Resource Management	4	3	25	75	100	4
2.5. Business Research Methods	4	3	25	75	100	4
2.6. Operation Research for Management	4	3	25	75	100	5
2.7. Management Information System	4	3	25	75	100	3
SMESTER – III						
3.1. Strategic Management	4	3	25	75	100	4
3.2. Legal Aspects of Business	4	3	25	75	100	4
3.3. Elective-1	4	3	25	75	100	3
3.4. Elective-2	4	3	25	75	100	3
3.5. Elective-3	4	3	25	75	100	3
3.6. Elective-4	4	3	25	75	100	3
3.7. Institutional Training - Report & viva-voce (4weeks training during summer vacation after II semester exam) *	-	-	20	80	100	4
SEMESTER – IV						
4.1. Entrepreneurial Development	4	3	25	75	100	4
4.2. Elective-5	4	3	25	75	100	3
4.3. Elective-6	4	3	25	75	100	3
4.4. Elective-7	4	3	25	75	100	3
4.5. Elective-8	4	3	25	75	100	3
4.6. Main Project and Viva-voce	-	-	40	160	200	8
TOTAL	-	-	-	-	2700	100

***Institutional Training**

Project report of the Institutional Training is to be submitted by the students within 35days from the commencement of the 3rdsemester. Evaluation report should be sent to the Controller of Examinations by the HOD through the Principal, before the last working day of the 3rd semester.

**STUDENTS CAN CHOOSE ANY TWO ELECTIVES AND FOUR SUBJECTS IN
EACH ELECTIVES FROM THE FOLLOWINGS**

(for each electives 2 subjects from 3rd semester and other 2 from 4th semester)

List of Elective Subjects

1.MARKETING

Semester III

1. Integrated Marketing Communication
2. Services Marketing
3. Marketing Research
4. International Marketing Management
5. Consumer Behavior
6. Rural Marketing

Semester IV

1. Customer Relations Management
2. Sales and Distribution Management
3. International Marketing Research
4. Brand Management
5. Retail Management

2. HUMAN RESOURCE MANAGEMENT

Semester III

1. Industrial Relations and Labour Laws
2. Managerial Behavior and Effectiveness
3. Organizational Change and Intervention Strategy
4. Performance Management

Semester IV

1. Behaviour Modification and Management
2. Training and Development
3. Competency Mapping and Development
4. Organisational Theory, Design & Development

3. FINANCE

Semester III

1. Security Analysis and Portfolio Management
2. Strategic Investment and Finance Decisions
3. Management of Financial Services
4. Financial Derivatives
5. Micro Finance

Semester IV

1. Financial Engineering
2. International Financial Management
3. Insurance & Risk Management
4. Working Capital Management

5. International Trade Finance

4. SYSTEMS

Semester III

1. Software Project and Quality Management
2. Decision Support System and Intelligence
3. Knowledge Management
4. System Analysis and Design
5. e-Business and Commerce

Semester IV

1. Enterprise Resource Planning
2. Internet and web Designing
3. Data Warehouse and Mining
4. e-Marketing

5. PRODUCTION

Semester III

1. Total Quality Management
2. Product Design
3. Supply Chain and Logistic Management

Semester IV

1. Services Operations Management
2. Advanced Production Management
3. Integrated Materials Management

6. AGRICULTURAL MANAGEMENT

Semester III

1. Agricultural Marketing
2. Farm Business Management

Semester IV

1. Agricultural finance, banking and co-operation
2. Agricultural Business Management

7. AIR LINE AND AIR PORT MANAGEMENT

1. Air line operations and management
2. Air line planning and administration

Semester IV

1. Air line finance
2. airline marketing management

8. ACTUARIAL MANAGEMENT

1. Finance and investing
2. Enterprise risk management

Semester IV

1. Claims management
2. merger and acquisition

SEMESTER - I

MANAGEMENT PRINCIPLES AND PRACTICE

Subject Description :

This course presents the Principles of Management, emphasizing managerial functions, explaining internal management of organizations and behavioural concepts as applied to practical management problems.

Goals:

- To enable the students to learn the basic functions, principles and concepts of management.

Objectives:

On successful completion of the course the students should have:

- Understood management functions and principles.
- Learnt the scientific decision making process and problem solving techniques.
Learnt the modern trends in management process

Unit I

Management : Science, Theory and Practice - The Evolution of Management Thought and the Patterns of Management Analysis - Management and Society : The External Environment, Social Responsibility and Ethics - Global and Comparative Management - The Basis of Global Management.

Unit II

The Nature and Purpose of Planning - Objectives - Strategies, Policies and Planning Premises - Decision Making - Global Planning.

Unit III

The Nature of Organizing and Entrepreneurship - Organizational Structure : Departmentation - Line/Staff Authority and Decentralization - Effective Organizing and Organizational Culture - Global Organizing.

Unit IV

Co-ordination functions in Organisation - Human Factors and Motivation - Leadership - Committees and group Decision Making - Communication - Global Leading.

Unit V

The System and Process of Controlling - Control Techniques and Information Technology - Productivity and Operations Management - Overall Control and toward the Future through Preventive Control - Global Controlling and Global Challenges.

Books for Reference

1. Koontz & Weirich, Essentials of Management, Tata McGraw Hill.
2. VSP Rao, V Hari Krishna – Management: Text and Cases, Excel Books, I Edition, 2004
3. Stoner & Wankai, Management, PHI.
4. Robert Krcitner, Management, ATTBS.
5. Weirich & Koontz, Management - A Global perspective, McGraw Hill.
6. Helliregarl, Management, Thomson Learning, 2002.
7. Robbins.S.P., Fundamentals of Management, Pearson, 2003.
8. L.M.Prasad. principles and practices of Management, Sulthan chandf co.Ltd.

ORGANISATIONAL BEHAVIOUR

Subject Description :

Organizational Behaviour brings out the personality and behavioural science, its influence on organizational behaviour by understanding the concepts of organizational change, politics and behaviour.

Goals:To enable the students to learn the basics of individual behaviour and organizational behaviour.

Objectives

On successful completion of the course the students should have:

- Understood personality traits and its influence on organization.
- How personality traits can be molded to suit the organization.
- To learn the modern trends, theories and concepts in organizational behavior

Unit I

Organisational Behaviour : History - evaluation, Challenges & opportunities, contributing disciplines, management functions and relevance to Organisation Behaviour. Personality - Determinants, structure, behaviour, assessment, psycho-analytical social learning, job-fit, trait theories.

Unit II

Emotions and Emotional Intelligence as a managerial tool. Implications of EI on managers and their performance. Attitudes - relationship with behaviour, sources, types, consistency, work attitudes, values - importance, sources, types, ethics and types of management ethics. Perception - Process, Selection, Organisation Errors, Managerial implications of perception. Learning - classical, operant and social cognitive approaches. Implications of learning on managerial performance.

Unit III

Stress - Nature, sources, Effects, influence of personality, managing stress. Conflict - Management, Levels, Sources, bases, conflict resolution strategies, negotiation. Foundations of group behaviour : linking teams and groups, Stages of development Influences on team effectiveness, team decision making. Issues in Managing teams.

Unit IV

Organisational change - Managing planned change. Resistance to change - Approaches to managing organisational change - Organisational Development - values - interventions, change management. Organisational politics - Political behaviour in organisation, Impression management, Self monitoring. Organisational culture - Dynamics, role and types of culture and corporate culture, ethical issues in organisational culture, creating and sustaining culture.

Unit V

Organisational Behaviour responses to Global and Cultural diversity, challenges at international level, Homogeneity and heterogeneity of National cultures, Differences between countries, The Challenges of work force diversity and managing diversity Cases.

Books for Reference

1. Robbins.S. Organisational Behaviour, X edn., Prentice-Hall, India.
2. Hellriegel Slocum, Woodman, Organisational Behaviour, IX edn., Thomson learning.
3. Umasekaran, Organisational Behaviour, Tata McGraw Hill.
4. Robbins S.P., Concepts contrivances and applications, Prentice Hall.
5. Umasekaran, Organisational Behaviour.
6. Hellriegel et.al, Organisational Behaviour, Thomson Learning.

7. McShane & Glinow, Organisational Behaviour, Tata McGraw Hill.
8. Harris & Hartman, Organisational Behaviour, Jaico, 2003.
9. Keith Davis, Organiosational Behaviour, Sulthan chand co.Ltd.,

MANAGERIAL ECONOMICS

Subject Description :

Managerial economics emphasize on the influence on micro and macro economics on managerial decision making, explaining the supply, demand and cost functions, its relative impact on the economy and the company correlating to profit and investment analysis.

Goals:

- To enable the students to learn the application of the economic principles and policies on managerial decision making.

Objectives:

On successful completion of the course the students should have:

- Understood the economic principles and policies on managerial decision making.
- Learn demand, supply, cost and profit concepts and functions along with its applications.
- To learn profit policies, planning and problem solving techniques.

UNIT I

Managerial Economics - meaning, nature and scope - Managerial Economics and business decision making - Role of Managerial Economist - Fundamental concepts of Managerial Economics.

Demand Analysis - meaning, determinants and types of demand - Elasticity of demand.

UNIT II

Supply meaning and determinants - production decisions - production functions - Isoquants, Expansion path - Cobb-Douglas function, Cost concepts - cost - output relationship - Economies and diseconomies of scale – cost functions.

UNIT III

Market structure - characteristics - Pricing and output decisions - methods of pricing - differential pricing - Government intervention and pricing.

UNIT IV

Profit - Meaning and nature - Profit policies - Profit planning and forecasting - Cost volume profit analysis - Investment analysis.

UNIT V

National Income - Business cycle - inflation and deflation - balance of payments - Monetary and Fiscal Policies

Books for reference

1. Joel Dean - Managerial Economics, Prentice Hall/Pearson.
2. Rangarajan - Principles of Macro Economics, Tata McGraw Hill.
3. Atmanand, Managerial Economics, Excel, 2001.
4. Athmanand.R., Managerial Economics, Excel, 2002, New Delhi.
5. Mankar.V.G., Business Economics, Macmillan, Business Book, 1999.

FINANCIAL AND MANAGEMENT ACCOUNTING

Objectives

- To acquaint the students with the fundamental principles of accounting.
- To enable the students to read and understand Financial Statements.
- To enhance the knowledge of students in Costing, Budgeting and Marginal costing techniques.

Course Outcomes

- Capable of analyzing and interpretation of income statement and Balance sheet.
- Able to apply appropriate financial analysis tool to make effective financial decisions.
- Capable of applying budgetary control and Cost Volume Profit analysis tools as a controlling technique.

UNIT I

Financial Accounting - Definition - Accounting Principles - Concepts and conventions - Trial Balance – Final Accounts (Problems) - Depreciation Methods-Straight line method, Written down value method, Sinking fund method.

UNIT II

Financial Statement Analysis - Objectives – Reorganizing the Financial Statement Information - Techniques of Financial Statement Analysis: Comparative Statements, Common – Size statement, Trend Percentage - Accounting Ratios: construction of balance sheet using ratios (problems)- Dupont analysis.

UNIT III

Fund Flow Statement - Statement of Changes in Working Capital - Computation of Fund from Operations -Workings for Computation of various sources and uses - Preparation of Fund Flow Statement - Cash Flow Statement Analysis- Computation of Cash from Operations Problems - Distinction between Fund Flow and Cash Flow Statement. Problems

UNIT IV

Cost Accounting - Meaning - Distinction between Financial Accounting and Cost Accounting - Cost Terminology: Cost, Cost Centre, Cost Unit – Elements of Cost - Cost Sheet – Problems. Budget, Budgeting, and Budgeting Control - Types of Budgets - Preparation of Flexible and fixed Budgets, master budget and Cash Budget - Problems -Zero Base Budgeting.

UNIT V

Marginal Costing - Definition - distinction between marginal costing and absorption costing - Breakeven point Analysis - Contribution, p/v Ratio , margin of safety - Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision-Problems

Questions: 80% of the questions shall be problems & 20% of the questions shall be theory based.

Books for Reference

1. Advanced Accountancy - R.L.Gupta and Radhaswamy
2. Management Accounting - Brown and Howard
3. Management Accounting - Khan and Jain
4. Management Accounting - S.N.Maheswari
5. Management Accounting - Antony and Recece
6. Management Accounting - J.Batty

QUANTITATIVE METHODS FOR MANAGEMENT

Aim

To enable students to acquire the knowledge of mathematics & statistics and their use in business decision making.

UNIT I

Linear, Non-Linear functions – graphical representation of functions, Constants, Variables – notion of Mathematical models – concept of trade off – notion of constants – concept of Interest. Basic Concept of differentiation – integration – Optimization concepts – use of differentiation for optimization of business problem- Optimization

UNIT II

Data Analysis – Uni-Variate – ungrouped and grouped data measures of central Tendencies, measures of dispersion – C V percentages (problem related to business applications). Bivariate correlation and regression – problems related to business applications

UNIT III

Probability – definitions – addition and multiplication Rules (only statements) – simple business application problems – probability distribution – expected value concept – theoretical probability distributions – Binomial, Poisson and Normal – Simple problems applied to business.

UNIT IV

Basic concept of index numbers – simple and weighted index numbers – concept of weights - types of index numbers – Business index number – CPT, WPI, Sensex, Nifty, Production Index, Time series – variations in Time Series for business forecasting.

UNIT V

Hypothesis testing of Proportion and Mean – single and two tailed tests – errors in Hypothesis Testing – Measuring the power of Hypothesis test. Chi-Square Tests

Books for reference

1. Statistics for Management – Richard L Levin & Daid Subin
2. Statistical Methods – S P Gupta
3. Statistics for Business and Economics – R P Hoods – MacMillan India Limited
4. David M. Levine, Timothy C. Krehbiel and Mark .Berenson “Business Statistics: A First Course” , Pearson Education Asia
5. Amir D. Aczel, Complete Business Statistics, 5th edition, Irwin McGraw-Hill.

CORPORATE COMMUNICATION

Subject Description :

To enable the students to learn the basic communication skills and the usage of communication technology in the modern workplace.

Objectives

- To enable the students to exhibit effective written and oral communication skills in business situations.
- To help them draft and deliver the message by understanding purpose, analyzing audience, selecting appropriate channel and medium.
- To create an awareness about the body language as the corner stone of reflecting one's attitude.

Course Outcomes

- Will be in a position to distinguish between positive, neutral and negative messages and create one based on the situation.
- Know the essentials of effective writing and prepare powerful reports and proposals.
- Will show better attitude by displaying proper body language and effective listening.

Unit I

Communication basics – Business Communication – components – Types – formal communication network – Work team communication – variables – goal – conflict resolution – non – verbal communication – Cross cultural communication – Business meetings – Business Etiquette.

Unit II

Understanding Corporate Communication – Employee Communication – Managing Government Relations – Writing for Media and Media Relations

Unit III

Corporate Communication in Brand Promotion – Financial Communication – Crises Communication.

Unit IV

Report writing: Characterizing & business reports – Types and forms & reports – Project proposals – collection of data – tables constitution – charts – writing the report – documenting the sources – proof reading.

Unit V

Business Presentation: Written and oral presentation – work – team presentation – Delivering the business presentation visual aids – slides – electronic presentation – hand-outs – delivering the presentation – career planning – preparing Resume – job applications – preparation for a job interview – employment interviews – follow-up.

Books for reference

1. Scot Ober, Contemporary business communication, fifth edition, biztantra.

2. Leslier & Flat lay, Basic Business communication. Tata Mc Graw Hill.
3. Jeishi Jethwany, Corporate communication principles and practice, Oxford Pub. Ltd., 2010

SEMESTER II

PRODUCTION AND OPERATIONS MANAGEMENT

Objectives

- To introduce students to Operations terminology and concepts.
- To enable the students to comprehend the important aspects like production layout, production planning and inventory management.
- To enable the students to understand the utility of work measurement techniques.

Course Outcomes

- Able to solve the issues involved and tasks to be performed for production planning.
 - Able to design plant layout for ergonomics.
- Able to plan for inventory requirements and management

UNIT I

Production systems – Nature, Importance and organizational function. Characteristics of Modern Production and Operations function. Organisation of Production function. Recent Trends in Production and Operations Management. Role of Operations in Strategic Management. Production and Operations strategy – Elements and Competitive Priorities. Nature of International Operations Management

UNIT II

Demand Forecasting – Need, Types, Objectives and Steps. Overview of Qualitative and Quantitative methods. Capacity Planning – Long range, Types, Rough cut plan, Capacity Requirements Planning (CRP), Developing capacity alternatives. Aggregate Planning – approaches, costs, relationship to Master Production schedule. Overview of MRP, MRP II and ERP

UNIT III

Product Design – Influencing factors, Approaches, Legal, Ethical and Environmental issues. Process – Planning, Selection, Strategy, Major Decisions. Service Operations – Types, Strategies, Scheduling (Multiple resources and cyclical scheduling). Work Study – Objectives, Procedure. Method Study and Motion Study. Work Measurement and Productivity – Measuring Productivity and Methods to improve productivity.

UNIT IV

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

UNIT V

Project Management – Scheduling Techniques, PERT, CPM, Crashing CPM networks – Simple Problems. Facility Location – Theories, Steps in Selection, Location Models – Simple

Problems. Facility Layout – Principles, Types, Planning tools and techniques.

Books for reference

1. Aswathappa K and Shridhara Bhat K, Production and Operations Management, Himalaya Publishing House, Revised Second Edition, 2008.
2. Pannerselvam R, Production and Operations Management, Prentice Hall India, Second Edition, 2008.
3. Norman Gaither and Gregory Frazier, Operations Management, South Western CengageLearning, 2002.
4. Kanishka Bedi, Production and Operations Management, Oxford University Press, 2004.
5. Russel and Taylor, Operations Management, Wiley, Fifth Edition, 2006.
6. Chary S. N, Production and Operations Management, Tata McGraw Hill, Third edition, 2008.
7. Chase Jacobs, Aquilano & Agarwal., Operations Management, Tata McGraw Hill, 2006.
8. Mahadevan B, Operations Management Theory and practice, Pearson Education, 2007.

MARKETING MANAGEMENT

Objectives

- To gain an insight on the impact of marketing environment on the marketing strategies adopted by the business organizations.
- To understand STP (Segmentation, Targeting, Positioning) in marketing and Buyer Behaviour
- To give a detailed insight into the 4Ps of Marketing.

Course Outcomes

- Able to develop a product and brand the same.
- Able to price the products keeping the competition and other factors in mind.
Design suitable advertisement and promotional strategies

UNIT I

Marketing – Definitions - Conceptual frame work – Marketing environment : Internal and External - Marketing interface with other functional areas – Production, Finance, Human Relations Management, Information System. Marketing in global environment – Prospects and Challenges.

UNIT II

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

UNIT III

Product planning and development – Product life cycle – New product Development and Management – Market Segmentation – Targeting and Positioning – Channel Management – Advertising and sales promotions – Pricing Objectives, Policies and methods.

UNIT IV

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

UNIT V

Marketing Information System – Research Process – Concepts and applications : Product – Advertising – Promotion – Consumer Behaviour – Retail research – Customer driven organizations - Cause related marketing - Ethics in marketing –Online marketing trends.

Books for reference

1. Philip Kotler and Kevin Lane, Marketing Management, PHI Learning Pearson Education 13th Edition, 2008
2. Paul Baisan et al, Marketing, Oxford University Press,2008
3. Micheal R.Czinkota & Masaaki Kotabe, Marketing Management, Vikas Thomson Learning, 2000.
4. Duglas,J.Darymple, Marketing Management, John Wiley & Sons, 2008.
5. NAG, Marketing successfully- A Professional Perspective, Macmillan 2008.
6. Boyd Walker, Marketing Management, McGraw Hill,2002.
7. Dalvymple, Marketing Management, Wiley India Pvt Ltd, 2008.
8. Keith Flether, Marketing Management and Information Technology, Prentice Hall, 1998.

FINANCIAL MANAGEMENT

Objectives

- To enable the students to understand the concepts of Financial Management.
- To understand the concepts and techniques of Capital Budgeting, Working Capital Management and Dividends.
- To throw light on the significance of Cost of Capital for deciding the Capital Structure.

Course Outcomes

- Capable to apply appropriate Capital Budgeting Techniques.
- Able to apply appropriate Capital Structure and Dividend Policy for optimal risk return trade-off.
- Capable of applying different Working Capital policies to improve liquidity.

UNIT I

Financial management – An overview- Time value of money- Introduction to the concept of risk and return of a single asset and of a portfolio- Valuation of bonds and shares-Option valuation.

UNIT II

Capital Budgeting: Principles and techniques - Nature of capital budgeting- Identifying relevant cash flows - Evaluation Techniques: Payback, Accounting rate of return, Net Present Value, Internal Rate of Return, Profitability Index - Comparison of DCF techniques - Project selection under capital rationing - Inflation and capital budgeting - Concept and measurement of cost of capital - Specific cost and overall cost of capital

UNIT III

Financial and operating leverage - capital structure - Cost of capital and valuation - designing capital structure. Dividend policy - Aspects of dividend policy - practical consideration - forms of dividend policy -forms of dividends - share splits.

UNIT IV

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

UNIT V

Indian capital and stock market, New issues market Long term finance: Shares, debentures and term loans, lease, hire purchase, venture capital financing, Private Equity.

Books for reference

1. M.Y. Khan and P.K.Jain Financial management, Text, Problems and cases Tata Mc Graw Hill, 5th edition, 2008.
2. I. M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 8th edition, 2007.
3. Aswat Damodaran, Corporate Finance Theory and practice, John Wiley & Sons, 2008.
4. James C. Vanhorne –Fundamentals of Financial Management– PHI Learning, 11th Edition, 2008.
5. Brigham, Ehrhardt, Financial Management Theory and Practice, 11th edition, Cengage Learning 2008.
6. Prasanna Chandra, Financial Management, 7th edition, Tata McGraw Hill, 2008.
7. Srivatsava, Mishra, Financial Management, Oxford University Press, 2008.

HUMAN RESOURCE MANAGEMENT

Objectives:

- To familiarize the students with HR functions and contemporary HR practices.
- To help the students in understanding training requirements and appraise the performance of employees.
- To enable the students to understand the challenges in IHRM.

Course outcomes

- Able to create HR policies.
- Able to design training programs and evaluate the effectiveness of the training program.
Able to deal with multi cultural workforce

UNIT I

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

UNIT II

Importance of Human Resource Planning – Forecasting human resource requirement – Internal and External sources. Selection process screening – Tests - Validation – Interview - Medical examination – Recruitment introduction – Importance – Practices – Socialization benefits.

UNIT III

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

UNIT IV

Compensation plan – Reward – Motivation – Theories of motivation – Career management – Development of mentor – Protégé relationships.

UNIT V

Method of performance evaluation – Feedback – Industry practices. Promotion, Demotion, Transfer and Separation – Implication of job change. The control process – Importance – Methods – Requirement of effective control systems grievances – Causes – Implications – Redressal methods.

Books for reference

1. Decenzo and Robbins, Human Resource Management, Wiley, 8th Edition, 2007.
2. Dessler Human Resource Management, Pearson Education Limited, 2007
3. Mamoria C.B. and Mamoria S. Personnel Management, Himalaya Publishing Company, 2007
4. Bernadin , Human Resource Management ,Tata Mcgraw Hill ,6th edition 2006.
Wayne Cascio, Managing Human Resource, McGraw Hill, 2007
- 5..Bernadin , Human Resource Management ,Tata Mcgraw Hill ,6th edition 2006

BUSINESS RESEARCH METHODS

Objectives

- To introduce the concept of scientific research and the methods of conducting scientific enquiry.
- To familiarize students in the area of application of multivariate statistical tools in Business Research.
- To enable the students to prepare Business Reports and present them to top management for decision making.

Course Outcomes

- Able to pursue research on a scientific basis and select appropriate research design.
- Able to analyze the collected data using appropriate statistical tools for interpretation of the data.
Able to present the research report adopting the right tools for enhancing the quality of presentation

UNIT I

Business Research – Definition and Significance – the research process – Types of Research – Exploratory and causal Research – Theoretical and empirical Research – Cross –Sectional and time – series Research – Research questions / Problems – Research objectives – Research hypotheses – characteristics – Research in an evolutionary perspective – the role of theory in research.

UNIT II

Research design – Definition – types of research design – exploratory and causal research design – Descriptive and experimental design – different types of experimental design – Validity of findings – internal and external validity – Variables in Research – Measurement and scaling – Different scales – Construction of instrument – Validity and Reliability of instrument.

UNIT III

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

UNIT IV

Data Preparation – editing – Coding –Data entry – Validity of data – Qualitative Vs Quantitative data analyses – Bivariate and Multivariate statistical techniques – Factor analysis – Discriminant analysis – cluster analysis – multiple regression and correlation – multidimensional scaling – Application of statistical software for data analysis.

UNIT V

Research report – Different types – Contents of report – need of executive summary – chapterization – contents of chapter – report writing – the role of audience – readability – comprehension – tone – final proof – report format – title of the report – ethics in research – ethical behaviour of research – subjectivity and objectivity in research.

Books for reference

1. Donald R. Cooper and Pamela S. Schindler, Business Research methods ,9th Edition, Tata Mc Graw Hill, 2006.
2. Alan Bryman and Emma Bell, Business Research methods, Oxford University Press, New Delhi, 2008.
3. Uma Sekaran, Research methods for Business, Wiley India, New Delhi, 2006.
4. K. N. Krishnaswamy, Appa Iyer Sivakumar and M. Mathirajan, Management Research Methodology, Pearson Education, New Delhi, 2006.

OPERATIONS RESEARCH FOR MANAGEMENT

Objectives

- To enable the students to have an insight into basic linear programming.
- To enable the students to understand operations research techniques in business operations.
- To enable the students to become more analytical for solving real life problems.

Course outcomes

- Able to apply LPP for profit maximization and cost minimization.
- Able to apply transportation and assignment technique for optimization.
- Able to apply the queuing model and replacement model for enhancing operational efficiency.

UNIT I

Introduction to applications of operations research in functional areas of management. Linear Programming-formulation, solution by graphical and simplex methods (Primal - Penalty, Two Phase), **Special cases. Dual simplex method. Principles of Duality. Sensitivity Analysis.**

UNIT II Transportation Models (Minimising and Maximising Cases) – **Balanced and unbalanced cases** – Initial Basic feasible solution by N-W Corner Rule, Least cost and **Vogel's approximation methods**. Check for optimality. Solution by **MODI / Stepping Stone method**. Cases of degeneracy. Transshipment Models. Assignment Models (Minimising and Maximising Cases) – **Balanced and Unbalanced Cases. Solution by Hungarian and Branch and Bound Algorithms.** **Travelling Salesman problem. Crew Assignment Models.**

UNIT III

Solution to pure and mixed integer programming problem by **Branch and Bound and cutting plane algorithms.** Game Theory-Two person Zero sum games-Saddle point, **Dominance Rule, Convex Linear Combination (Averages), methods of matrices, graphical and LP solutions.**

UNIT IV

Inventory Models – **EOQ and EBQ Models (With and without shortages)**, Quantity Discount Models. Decision making under risk – Decision trees – Decision making under uncertainty. Application of simulation techniques for decision making.

UNIT V

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

Books for reference

1. Paneerselvam R., Operations Research, Prentice Hall of India, Fourth Print, 2008.
2. Natarajan AM, Balasubramani P and Tamilarasi A, Operations Research, Pearson Education, First Indian Reprint, 2005.
3. Hamdy A Taha, Introduction to Operations Research, Prentice Hall India, Seventh Edition, Third Indian Reprint 2004.
4. Sankara Iyer P, Operations Research, Tata Mcgraw Hill, 2008.
5. Frederick & Mark Hillier, Introduction to Management Science – A Modeling and case studies approach with spreadsheets, Tata Mcgraw Hill, 2005.
6. Gupta P.K, Hira D.S, Problem in Operations Research, S.Chand and Co, 2007.

7. Kalavathy S, Operations Research, Second Edition, Vikas Publishing House, 2004.
8. Richard Bronson, Govindasamy & Naachimuthu, Operations Research, Schaum's outline series, II Edition, 2000.

MANAGEMENT INFORMATION SYSTEMS

Objectives

- To provide students with a basic understanding of various Management Information Systems in the functional areas.
- To familiarize the students with Enterprise Resource Planning.
- Enable the students to gain an understanding about development of MIS and its implementation across the organization.

Course Outcome

- Capable of analyzing and interpreting the outcome of "What If Analysis".
- Able to apply various business process models.
- Able to design a suitable information system.

UNIT I

Data, Information, Intelligence, Information Technology, Information System, evolution, types based on functions and hierarchy, **System Analyst – Role, Functions.**

UNIT II

SDLC, SSLC, Systems Analysis and System Design, Tools – DFD – ER – Object modeling, DBMS – RDBMS – OODBMS.

UNIT III

Financial, Marketing, Personnel, Production, Materials Information System, DSS, EIS, KMS, GIS, International Information System.

UNIT IV

Security, Testing, Error detection, Controls, IS Vulnerability, Computer Crimes, Securing the Web, Intranets and Wireless Networks, **Software Audit**, Ethics in IT.

UNIT V e- business, e-governance, ERP, SCM, e-CRM, Data warehousing and Data Mining, Business Intelligence, Pervasive Computing, CMM.

Books for reference

1. Gordon Davis, Management Information System : Conceptual Foundations, Structure and Development, Tata McGraw Hill, 2000.
2. Haag, Cummings and Mc Cubbrey, Management Information Systems for the Information Age, McGraw Hill, 2005.
3. Turban, McLean and Wetherbe, Information Technology for Management – Transforming Organisations in the Digital Economy, John Wiley, 2007.
4. Raymond McLeod and Jr. George P. Schell, Management Information Systems, Pearson Education, 2007.
5. James O Brien, Management Information Systems – Managing Information Technology in the E-business enterprise, Tata McGraw Hill, 2002.
6. Corey Schou and Dan Shoemaker, Information Assurance for the Enterprise – A Roadmap to Information Security, Tata McGraw Hill, 2007.

7. Frederick Gallegor, Sandra Senft, Daniel P. Manson and Carol Gonzales, Information Technology Control and Audit, Auerbach Publications, 2007.

SEMESTER III

STRATEGIC MANAGEMENT

Objectives

- To help the students to learn the process of strategic decision making
- To develop the capability of evolving strategies in competitive environments.
- To enable the students to have insight in implementation and control of strategic policies

Course Outcomes

- Apply the porter's five force model for business analysis.
- Use Mc Kinsey's 7S Frame Work to develop corporate strategies.
- Design organization structure to match the strategy

UNIT I

Conceptual framework for strategic management, the Concept of Strategy and the Strategy Formation Process – Stakeholders in business – Vision, Mission and Purpose – Business definition, Objectives and Goals - Corporate Governance and Social responsibility-case study.

UNIT II

External Environment - Porter's Five Forces Model-Strategic Groups Competitive Changes during Industry Evolution-Globalisation and Industry Structure - National Context and Competitive advantage Resources- Capabilities and competencies–core competencies-Low cost and differentiation - Generic Building Blocks of Competitive Advantage- Distinctive Competencies-Resources and Capabilities durability of competitive Advantage- Avoiding failures and sustaining competitive advantage.

UNIT III

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

UNIT IV

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

UNIT V

Managing Technology and Innovation- Strategic issues for Non Profit organisations. New Business Models and strategies for Internet Economy. Blue Ocean Strategy

Books for reference

1. Thomas L. Wheelen, J.David Hunger and Krish Rangarajan, Strategic Management and Business policy, Pearson Education., 2006
2. Charles W.L.Hill & Gareth R.Jones, Strategic Management Theory, An Integrated approach, Biztantra, Wiley India, 2007.
3. Azhar Kazmi, Strategic Management & Business Policy, Tata McGraw Hill, Third Edition, 2008.
4. Fred.R.David, Strategic Management and cases, PHI Learning, 2008.
5. Upendra Hachru, Strategic Management concepts & cases, Excel Books, 2006.
6. Adria H Aberberg and Alison Rieple, Strategic Management Theory & Application, Oxford University Press, 2008.
7. Arnaldo C.Hax and Nicholas S. Majluf, The Strategy Concept and Process – A Pragmatic Approach, Pearson Education, Second Edition, 2005.
8. Harvard Business Review, Business Policy – part I & II, Harvard Business School.
9. Saloner and Shepard, Podolny, Strategic Management, John Wiley, 2001.
10. Lawrence G. Hrebiniak, Making strategy work, Pearson, 2005.
11. Gupta, Gollakota and Srinivasan, Business Policy and Strategic Management – Concepts and Application, Prentice Hall of India, 2005.

LEGAL ASPECTS OF BUSINESS

Objectives

To instill in the students an awareness of legal framework within which the businesses function.

To understand the basics of various Direct and Indirect Tax regimes and their implications.

To gain an insight into Consumer Protection Act and Cyber Law.

Course Outcomes

- Capable of handling the legal issues faced by the organizations.
- Able to deal with various government bodies on legal issues.
- Able to incorporate companies.

UNIT – I MERCANTILE AND COMMERCIAL LAW

THE INDIAN CONTRACT ACT 1872

Essential of a valid contract, Void Agreements, Definition of contract, Formation of a contract, performance of contracts, breach of contract and its remedies, Quasi contracts.

THE SALE OF GOODS ACT 1930

Sales contract, Transfer of title and risk of loss, Guarantees and Warranties in sales contract, performance of sales contracts, conditional sales and rights of an unpaid seller.

NEGOTIABLE INSTRUMENTS ACT 1881

Nature and requisites of negotiable instruments. Transfer of negotiable instruments and liability of parties, enforcement of secondary liability, holder in due course, special rules for Cheque and drafts, discharge of negotiable instruments.

AGENCY

Nature of agency – Creation of agency, types of agents, Agent's authority and liability of principal and third party: Rights and duties of principal, agents and Third party, liability of agents torts, termination of agency.

UNIT – II COMPANY LAW

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

UNIT – III INDUSTRIAL LAW

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

UNIT – IV INCOME TAX ACT AND SALES TAX ACT

Corporate Tax Planning, Overview of central Sales Tax Act 1956 – Definitions, Scope, Incidence of CST, Practical issues of CST, Value Added Tax – Concepts, Scope, Methods of VAT Calculation, Practical Implications of VAT.

UNIT – V CONSUMER PROTECTION ACT AND INTRODUCTION OF CYBER LAWS

Consumer Protection Act – Consumer rights, Procedures for Consumer grievances redressal, Types of consumer Redressal Machineries and Forums, Cyber crimes, IT Act 2000 and 2002, Cyber Laws, Introduction of IPR – Copy rights, Trade marks, Patent Act.

books for reference

1. N. D. Kapoor, Elements of mercantile Law, Sultan Chand and Company, India, 2006.
2. P. K. Goel, Business Law for Managers, Bizentra Publishers, India, 2008.
3. P. P. S. Gogna, Mercantile Law, S. Chand & Co. Ltd., India, Fourth Edition, 2008.
4. Dr. Vinod, K. Singhania, Direct Taxes Planning and Management, 2008.
5. Akhileshwar Pathack, Legal Aspects of Business, 4th Edition, Tata McGraw Hill, 2007.
6. Richard Stim, Intellectual Property- Copy Rights, Trade Marks, and Patents, Cengage Learning, 2008.
7. V. S. Datey, Taxman Publication, 21st Edition, 2008.

SEMESTER IV

ENTREPRENEURSHIP DEVELOPMENT

OBJECTIVES:

On successful completion of the course the students will be able to understand

1. the concept, characteristics and role of entrepreneur
2. the need for developing rural entrepreneurship
3. the impact of government actions in entrepreneurship development.
4. the factor that motivate the people go for their own business.

OUT COMES

This course presents the concepts, characteristics and role of entrepreneur and the basics of project finance and issues related to setting small business. To enable the students to develop the achievement motivation and to develop entrepreneurial competency

UNIT I

Entrepreneurship concept – Entrepreneurship as a Career – Entrepreneurial Personality - Characteristics of Successful, Entrepreneur – Knowledge and Skills of Entrepreneur.

UNIT II

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

UNIT III

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

UNIT IV

Finance and Human Resource Mobilization Operations Planning - Market and Channel Selection - Growth Strategies - Product Launching.

UNIT V

Monitoring and Evaluation of Business - Preventing Sickness and Rehabilitation of Business Units- Effective Management of small Business.

Books for reference

1. Hisrich, Entrepreneurship, Tata McGraw Hill, New Delhi, 2001.
2. S.S.Khanka, Entrepreneurial Development, S.Chand and Company Limited, New Delhi, 2001.
3. Mathew Manimala, Entrepreneurship Theory at the Crossroads, Paradigms & Praxis, Biztrantra ,2nd Edition ,2005
4. Prasama Chandra, Projects – Planning, Analysis, Selection, Implementation and Reviews,Tata McGraw-Hill, 1996.
5. P.C.Jain (ed.), Handbook for New Entrepreneurs, EDII, Oxford University Press, New Delhi, 1999.
6. Staff College for Technical Education, Manila and Centre for Research and Industrial Staff Performance, Bhopal, Entrepreneurship Development, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 1998.
7. P.Saravanavel, Entrepreneurial Development,EssPeekayPublishing House, Chennai 1997

MARKETING ELECTIVES – Semester –III

INTEGRATED MARKETING COMMUNICATION

COURSE OBJECTIVE:

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

COURSE OUTCOME:

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

Unit I

Promotion Mix & Personal Selling Promotion Mix Tools, Steps in Communication process, Factors in deciding promotion mix. Personal selling - Sales force Design - objectives, strategy, size, structure and compensation. Principles of personal Selling - Salesmanship, Public relations, directing marketing concepts and tools

Unit II

Advertising Management

Meaning, Objectives, Importance Classification of advertisement, Economic and Social Effects of Advertising, Organization of Advertising Department, Advertising Agency Management. Campaign Planning, Advertising Budget.

Unit III

Advertising Media Management-Types - Print, Radio, TV, Cinema Outdoor and other forms - Advantages, Limitations,Availability, Media Rates, Media Planning and Scheduling. Testing validity and reliability of advertisements. TRPS and slot prices.

Unit IV

Advertising Creativity-Advertising Copy writing for Print and Broadcast Media - Principles, Styles,Advertising Visualization and Design, Production of Print, Broadcast and other Advertisements, Evaluation of Advertising.

Unit V

Sales Promotion and Public Relations-SALES PROMOTION - Objectives, Tools, Planning, Implementation and Control, Evaluation of Sales Promotion effectiveness, strategies- recent

trends

Books for reference

1. Advertising - Text & Cases - Mahendra Mohan - Tata Mcgraw Hill
2. Advertising - Roderick White - Tata Mcgraw Hill
3. Advertising - Theory & Practice - Vernon Fryburger - Aitbs
4. Advertising - James.S.Norris - Prentice Hall India
5. Sales Promotion - Tony Dakin
6. Sales Promotion - Julian Cummin
7. Successful Sales Promotion - Pran Choudhry Et Al - Macmillan
8. Marketing Mgt. - Philip Kotler – Phi
9. Sales Mgt. - Cundiff & Still
10. Advertising Excellence - Bovee & Thill - Mcgraw Hill I

SERVICES MARKETING

COURSE OBJECTIVE:

•To orient towards the fundamental principles and concepts underlying services development and management of service delivery in conjunction with advances in this realm.

COURSE OUTCOME:

At the end of the course the students will be able to:

- Understand the framework of services development
- Analyse the nuances in service performance models building
- Provide framework for analyzing the performance and managing service delivery

UNIT I Introduction to Services Definition, Services vs. Goods, Characteristics, Service Marketing Mix, Current Trends, Gaps Model. Tangibility spectrum

UNIT II

Customer Expectations and Perceptions Customer Expectations, Meaning, Types, Levels, Influencing Factors. Customer Perceptions: Influencing Factors, Satisfaction, Service Quality, Building Blocks. SERVQUAL survey

UNIT III

Customer Relations Goals, Benefits, Life Time Value of a Customer, Factors, Estimation, Retention Strategies. Service Recovery: Impact of Service Failure, Response of Customers, Recovery Strategies, Service Guarantees. Recovery paradox

UNIT IV

Service Design New service Development, Stages, Service Blueprinting, Service Redesign. Customer Defined Service Standards: Factors, Guidelines. Physical Evidence: Types, Role. Types of new services

UNIT – V

Delivering and Performing Employee's Role, Customers' Role, Managing Demand and Capacity, Managing Service Promises, Closing the Gaps. Customer cocreation

Books for reference

1. Valarie A Zei Thaml and Mary Jo Bitner, Service Marketing, New Delhi: Tata McGraw Hill, 2007.
2. Christopher Lovelock, Services Marketing People, Technology, Strategy, New Delhi: Pearson Education, 2010.
3. Govind Apte, Services Marketing, New Delhi: Oxford University Press, 2004.
4. C. Bhattacharjee, Services Marketing, New Delhi: Excel Books, 2009.
5. R. Srinivasan, Services Marketing – The Indian Context, New Delhi: Prentice Hall of India,

MARKETING RESEARCH

COURSE OBJECTIVE:

To orient towards the importance of marketing research,

- Introduce the various techniques involved in the market research

COURSE OUTCOME:

At the end of the course the students will be able to:

- Secure an overview about research for new product development
- Carry out research in pricing, distribution and promotion realms.

UNIT I

Introduction To Marketing Research Marketing Research – Meaning and importance – Role and scope – MR interface with other disciplines – Evaluation of major MR agencies in India – Market Research and Marketing Research – Marketing Information System – Marketing Research process – Marketing Research design. Techniques Of Market Research Desk Research – Trade Research.

UNIT II

Research for New Product Development

New product developments – Why new products? – Techniques used in generating new product concepts – Repertory grid, Attribute listing, Focus group, Morphological analysis, Perceptual maps, Concept Testing: Types of concept, Concept Screening Tests and Concept Evaluation Tests, Focus Group Interview, – Product test: Objectives, Types of product tests: Usage tests, Comparison Product test, Blind Usage test, Branded testing, Simulated Purchases Testing – Research methods in Product Tests

UNIT III

Packaging and Promotion Research Promotion Research: Researching consumer promotions – Pretesting consumer promotions – Promotion evaluation – Computing short-term promotional

impact –Advertising Research – Copy testing.

UNIT – IV

Market Segmentation – General procedure for segmenting Market – Requirements for effective Segmentation – Two types of basis variables – Types of measuring scale –Benefit segmentation paradox. Consumer Markets – Consumer based / Product – service based basis variables – B 2 Markets.

UNIT – V

Positioning Concepts and Techniques – Requirements for Effective Positioning – Simple Positioning Research – Positioning Based on Ladder in Methodology – Hierarchical value Map – Developing a positioning strategy – MECCAS Model.

Books for reference

1. Beri G.C. 1993. Marketing Research. New Delhi : Tata McGraw Hill.
2. Chisnall P.M. 1983. The Essence of Marketing Research. New Delhi : Prentice Hall of India
3. Boyd H.W, Jr. Westfall R. And Stasch S.F. 1998. Marketing Research : Text and Cases. Delhi : All India Traveler Book seller.
4. Tull D.S and Hawkins Del I, 1993. Marketing Research : Measurement and Method. New Delhi : Prentice Hall of India
5. Kinnear T C and Taylor Jr. 1996. Marketing Research : An Applied Approach

INTERNATIONAL MARKETING MANAGEMENT

COURSE OBJECTIVE:

To understanding of economic principles and their effect on business
To understand the development of marketing plans to suit a range of market situations

COURSE OUTCOMES:

- To use effectively business management techniques in an international environment.
- To use the opportunity to generate and communicate ideas
- To access and use business information efficiently and accurately

Unit -1

Introduction and Concept of International marketing: Process of International Marketing, International Dimensions of Marketing, Domestic vs. International Marketing, Applicability of Marketing and Characteristics of MNCs. Coordinating marketing activities, recognising constraints of the global environment and benefits of International Marketing.

Unit-2

International Marketing strategy: global strategy and product line, markets, technology markets, production recourses, competition and government actions. International Marketing Decision: New product development, Market Segmentation, Product Positioning, Product Adoption.

Unit-3

Product Strategies: Branding and Packaging decisions-branding decisions, branding levels and alternatives, Brand Consolidation, origin and selection, characteristics and protection. Distribution Strategies: Channels and Distribution- types of intermediaries: direct and indirect channels, channel development, adoption and decisions.

Unit-4

Pricing in International Marketing: factors, price competition and objectives. Price and Product line, Price and flexible service offerings. Export pricing: Export price in relation to domestic price, Export Price Escalation and Exchange rate quotations. Foreign Market Pricing: Foreign market variables, pressures for uniform pricing in international market, product redesign and pricing implications.

Unit-5

International Marketing of Service: Features, Measures and importance-Comparative and competitive advantage in the services. Coordinating International Marketing: Planning for global Marketing, Organizing for global marketing and controlling international marketing:

Books for reference

1. Sak Onkvisit and John J. Shan, "International Marketing", 3rd Ed., Prentice Hall, U.S.A, 1997. Reference Book
1. Vern Terpstra and Ravi Sarathy, "International Marketing", 8th Ed., South Western Colleg

CONSUMER BEHAVIOUR

COURSE OBJECTIVE:

•To orient the participants towards the consumer decision premise and the various models involved in purchase decision making of customers.

COURSE OUTCOME: At the end of the course the students will be able to:

- Gain insight into the factors influencing consumer decision process.
- Become familiar with dynamics involved in determining the behaviour of consumer in respect of purchase decision.

UNIT – I

Introduction to Consumer Behaviour Definition, Concepts. Marketing Strategy and Consumer Behaviour. Approaches to the Study of Consumer Behaviour. EKB Model

UNIT – II

Internal Influences on Consumer Behaviour Motivation, Personality, Perception- Dynamics of perception, Learning, Attitude- Formation, Changing Consumer Attitudes. Behavioural characteristics of Gen X and Gen Y

UNIT – III

External Influences on Consumer Behaviour Reference Groups, Family, Social Class, Culture, Sub Culture, Marketing Communications, Personal Influence and Opinion Leadership. Culture misunderstandings

UNIT – IV

Decision Process and Post-purchase Behaviour Consumer Decision Making Process, Diffusion of Innovations. Post Purchase Behaviour: Post Purchase Dissonance, Product Use, Product

Disposition, Purchase Evaluation and Consumer Satisfaction. Decision process continuum

UNIT – V

Organizational Buyer Behaviour Organizational Buyer Behaviour, Consumer Research, Changing Consumer Behaviour. Consumerism

Books for reference

1. G. Schiffman and Leslie Lazar Kanuk, Consumer Behaviour, New Delhi: Pearson Education, 2009.
2. Del I Hawkins, Roger J Best, Kenneth A Coney and Amit Mookerjee, Consumer Behaviour, New Delhi: Tata McGraw Hill, 2009.
3. Jay D Lindquist and M Joseph Sirgy, Shopper, Buyer & Consumer Behaviour, New Delhi: Biztantra Publication, 2008.
4. David L Loudon and Albert J Della Bitta, Consumer Behaviour, New Delhi: Tata McGraw Hill, 2001.
5. Sheth and Mittal, Consumer Behaviour, A Managerial Perspective, Singapore: Thomson South Western,

RURAL MARKETING

COURSE OBJECTIVE:

- To provide conceptual understanding on the Rural Marketing with special reference to Indian context

COURSE OUTCOME:

At the end of the course the students will be able to:

- To know about the mantra for success for any company going rural.
- To understand the buying behaviour, the consuming pattern, the need and wants of the rural consumer
- To provide some of the challenges and opportunities that the rural market holds for the Companies.

UNIT – I

Introduction Rural Marketing, Scope, Opportunities and Challenges. Rural Market Profile: Rural Consumers, Characteristics. Myths about rural markets

UNIT – II

Segmentation, Targeting and Positioning Segmentation: Concepts, Levels, Effective Segmentation, Basis for Segmentation. Targeting. Positioning. Thomson Rural Market Index and MICA Rural Market ratings

UNIT – III

Market Research and Buyer Behaviour Rural Market Research, New Research Tools. Rural Consumer Behaviour: Challenges, Buyer Characteristics, Buying decision Process, Influences. Participatory Appraisal

UNIT – IV

Product and Pricing Strategies Product Classifications, Product Mix Decision, Product Item Decision, Product Strategies. Pricing: **Concepts, Policies, Strategies. Look alike and spell alike**
UNIT – V

Promotion and Distribution Strategies Media Choice, Target Audience Profile, Promotion Strategies. Distribution: Channels, New Approaches, Strategies. **Project Shakthi**

Books for reference

1. Pradeep Kashyap and Siddhartha Raut, The Rural Marketing Book, New Delhi: Biztantra, 2008.
2. C.S.G. Krishnamacharyulu and Lalitha Ramakrishnan, Rural Marketing Text & Cases, New Delhi: Pearson Education Pvt Ltd, 2011.
3. Ruchika Ramakrishnan, Rural Marketing in India: Strategies and Challenges, New Delhi: New Century Publication, 2006.
4. Sanal Kumar Velayudam, Rural Marketing: Targeting on Non Urban Consumers, New Delhi: Sage Publications, 2008.
5. Balram and Dogra, Rural Marketing: Concep

Marketing Electives - Semester IV **CUSTOMER RELATIONS MANAGEMENT**

COURSE OBJECTIVE:

To understand the need of customer relationship
To understand the importance of maintaining a good customer relationship.

COURSE OUTCOME :

To use strategies in Customer acquisition
To implement The Retention techniques in CRM

Unit - I

Introduction to CRM – Cost of Acquiring Customers – customer Acquisition to Customer Loyalty - Low Internet Changed the Rules – CRM and Business Intelligence

Unit – II

Conventional marketing approach - drawbacks – emerging challenges in the marketing front Relationship marketing- definition- concepts - relevance of relationship marketing approach significance - building customer loyalty, Developing relationship strategies for different types of business under different competitive environment.

Unit – III

CRM and Customer Service – Call center and customer Care – Automation of Contact Center – Call Routing – Web Bases Self Service – Call Scripting – Cyber Agents – Work Force Management – Customer Service – Automation. CRM in e-business, e-CRM Evolving – multichannel CRM, CRM on B2B, ERP – SCM – Supplier Relationship Management – Partner Relationship Management – e-Business Checklist for Success.

Unit – IV

Analytical CRM, CRM and the Data Ware House – Enterprise CRM – OLAP – Data Mining in CRM – Personalization and Collaborative Filtering. Delivering CRM – Defining CRM Success – Preparing Business Plan – Understanding Business Process – Choosing your CRM Tool.

Unit – V

Managing your CRM Project – Development Team – CRM Implementation – Business Planning – Architecture and Design – Technology Selection – Development – Delivery Measurement. Information Technology application in building customer relationship – CRM – emerging new trends, Case studies

Books for reference

1. Dyche J, The CRM Handbook, 1st Indian Reprint, Pearson Education, New Delhi, 2002.
2. Sheth J N, Parvatia A, Shainesh G, Customer Relationship
3. Management – Emerging Concepts, Tools and Applicati

SALES AND DISTRIBUTION MANAGEMENT

COURSE OBJECTIVE:

•To introduce and delve into the intricacies of the rare combination of sales and channel management among marketing subjects

COURSE OUTCOME:

At the end of the course the students will be able to:

- Provide clear cut views on the avenues for successful conduct of these two crucial channels that engage with ultimate consumers
- Understand the nuances of sales force and channel management.

Unit I

Sales Management – Introduction - Sales Management an overview - Selling and Salesmanship, Setting Objectives for Personal Selling, Formulating Strategy. Role and Characteristics of Effective Sales Executive, Managing Sales Dept. Relations, Distributive Network Relations.

Unit II

Sales force Management - Managing People – Recruitment, Selection, Training of Sales Personnel; Leading, Motivating, Controlling the Sales Force. Sales Budget, Quota, Territories,

Control and Cost Analysis. International Sales Management.

Unit III

Channel Dynamics - Introduction to Channel Structures –Design –Intermediaries and their function – Types– **Criteria for Selecting** – Managing Channel intermediaries – Managing Channel Relationships

Unit IV

Channel Management - **Channel Conflicts and their Management.** Logistics Management – Physical supply and Physical Distribution in - **Cost Approach** – Consumer Service –Warehousing – Transportation – Inventory Management – **Order Processing – Special topics in Industrial channel management.**

Unit V-

Channel Strategies - Channel planning process, Competitive share analysis, Alliance strategies – Partnership management strategies – **multiple channel management- channel audits.**

Books for reference

1. Cundiff & Still (2007), Sales Management, 5e, Prentice Hall, New Delhi.
2. Macalley, R. (2002), Marketing Channel Management, Quorum Books, USA.
3. Kotler, P (2006). Marketing Management, 13e, PHI, 2006
4. Bovee & Thill (2006) Advertising Excellence, McGraw Hill International, USA.
5. Chunawalla S.A. 2009, Advertising, Sales and Promotion Management 3rd Edn. Himalaya Publishers, New Delhi.

INTERNATIONAL MARKETING RESEARCH

COURSE OBJECTIVE:

- To present an insight of the international marketing concepts
- To provide a conceptual understanding about the concepts of research across the globe.
- To make the learners to know how international market research can be conducted

COURSEOUTCOME:

- The learners will be able to conduct research in the foreign market, which is vital for the international businessmen
- The learners will be able to decide the course of activity based on research

Unit - I

Marketing Research in Global Environment – Complexity of International Marketing –Importance

of Research for International Marketing Decisions – Issues in International Marketing Research .

Unit – II

Designing International Marketing Research – International Marketing Research Process –Issues in Administering International Marketing Research.

Unit – III

Issues in Collecting Data – Secondary Data Sources,Uses – Primary Data – Survey Research – Instrument Design – Sampling and Data Collection Procedures.

Unit – IV

Multi-Country Scale Development – Types of Measures of Scale Development – Reliability Issues – Developing Cross Cultural Scales.

Unit – V

Analysis of Multi-Country Data – Assessing Differences in the level of Variables Between Countries – Correlation Analysis – Fact Analysis – Cluster Analysis – Multi dimensional Scaling – Challenges facing International Marketing Research.

Books for reference

1. Beri G.C. 1993. Marketing Research. New Delhi : Tata McGraw Hill.
2. Chisnall P.M. 1983. The Essence of Marketing Research. New Delhi : Prentice Hall of India
3. Boyd H.W, Jr. Westfall R. And Stasch S.F. 1998. Marketing Research
4. DD.Sharma, Marketing Research, Himalaya Publications 2010

BRAND MANAGEMENT

Course objective:

To understand the methods of managing brands
To understand the strategies for brand management.

Course outcome:

To successfully establish and sustain brands and lead to extensions

UNIT – I

Introduction

Evolution, Products and Brands, Importance. Brand Identity: Perspectives, Levels. Brand Identity Prism. **Brand Bonds**

UNIT – II

Brand Extensions Line Extensions, Brand Extensions, Brand Equity, Brand Awareness, Brand Associations, Brand Personality. **Brand image dimensions**

UNIT – III

Branding Decisions Brand Name Decisions: Product Branding, Line Branding, Umbrella Branding, Double Branding, Range Branding, Endorsement Branding, Strategies. **Brand Architecture**

UNIT – IV

Managing Brands - Brand Positioning Strategies, Managing Brand Image, Repositioning, Brand Revitalization. Brand Valuation: Methods. Brand Elimination. The W"s of Brand Positioning

UNIT – V

Strategic Issues Strategic Issues in Brand Management, Myths, Influences, Building Retail Brands. Private lab Stels

Books for reference

1. Harsh V Verma, Brand Management, Excel Books, New Delhi: 2009.
2. D. Henry, Road to Brand Equity, New Delhi: Himalaya Publishing House, 2004.
3. Kevin Lane Keller, Strategic Brand Management, New Delhi: Prentice Hall of India, 2011.
4. Jamesr Gregory, The Best of Branding, New Delhi: Tata McGraw Hill, 2003.

RETAIL MANAGEMENT

COURSE OBJECTIVE:

To let the students secure knowledge in the current practices in retail operations and marketing strategies in specific.

COURSE OUTCOME:

At the end of the course the students will be able to:

- Understand the retail business operations in India.
- Address the key issues in Retailing Industry.
- Delve into the intricacies of the retailing system in India.

UNIT – I

Introduction Retailing, Functions, Retail formats, Retailing in India, Functions of a Store Manager. Ethical retailing

UNIT – II

Understanding Customer Shopping Behavior, Profile of Indian Shoppers, Shopping Process, Influences on Shopping Behavior, Retail market segmentation. Retail information system

UNIT – III

Location and Space Management Location Decision, Importance, Levels, Types, Trade Area Analysis, Site Analysis. Atmospherics: Role, Components, Space Management. Reilly's Law and Huff's Law

UNIT – IV

Product and Merchandise Management Product Management, Brand Management, Merchandise Management, Category Management. Role of RFID

UNIT – V

Pricing and Promotion Pricing: Influences, Strategies. Promotion: Promotion Mix. Value chain in Retailing. Consumer Engagement

Books for reference

1. Chetan Bajaj, Rajni Tulsı and Nandhi V Srivastava, Retail Management, New Delhi: Oxford University Press, 2010.
2. Piyush Kumar Sinha and Dwarka Prasad Uniyal, Managing Retailing, New Delhi: Oxford University Press, 2007.
3. Andrew J Newman and Peter Cullen, Retailing Environment and Operations, New Delhi: Thomson Learning, 2002.
4. Pradhan Swapna, Retailing Management, New Delhi: Tata McGraw Hill, 2010.
5. Barry Berman and Joel R Evans, Retail Management Strategic Approach, New Delhi: Prentice Hall of

HUMAN RESOURCE ELECTIVES - Semester III

INDUSTRIAL RELATIONS AND LABOUR LAWS

Objectives

- To provide basic knowledge in industrial relations.
- To enable the students to understand the various provisions of Trade Unions.
- To impart knowledge on Labour Laws.

Course outcomes

- Apply statutory measures to settle Industrial Relation issues.
- Able to Analyze the trade union problems based on legal provisions.
- Apply the various provisions of social security measures in the organization.

UNIT – I

Industrial Relations - Concepts, Importance, Objectives, Scope, Approach to Industrial Relations, Evolution, Conditions for Successful Industrial Relations, Causes of Poor Industrial relations. **Industrial Relations in Government and Private Sector.**

UNIT – II

Trade Union - Objectives, Applicability, Evolution, Theories, Provisions of the Act, 1926, Registration of Trade Union, Duties and Liabilities of Registered Trade Union, **Rights and Privileges of Registered Trade Unions, Amalgamation and Dissolution, Submission of Returns, Penalties and Fines, Power to Make Regulations.** Trade Union in Indian Scenario.

UNIT – III

Labour Legislation –I - Factories Act 1948, Contract Labour (Regulation and Abolition) Act, 1970, Industrial Disputes Act 1947, Industrial Employment (Standing Orders) Act, 1946. Safety Measures.

UNIT – IV

Labour Legislation –II - Minimum Wages Act 1948, Payment of wages Act, 1936, Payment of Bonus Act, 1965, **Maternity Benefit Act 1961. Paternity Benefit.**

UNIT – V

Labour Legislation –III- Employees' Provident Funds and Miscellaneous Provisions Act, 1952, Employees State Insurance Act, 1948. Payment of Gratuity Act, 1972, Workmen Compensation Act, 1923. **Social Security Measures.**

Book for References

1. C.B. Mamoria and Sathish Mamoria, Dynamics of Industrial Relations, New Delhi: Himalaya Publishing house, 2010.
2. R.S. Dwivedi, Human Relations & Organizational Behaviour, New Delhi: Macmillan India Ltd, 2001.
3. Ratna Sen, Industrial Relations in India, New Delhi: Shifting Paradigms, Macmillan India Ltd, 2003.
4. Srivastava, Industrial Relations and Labour laws, Noida: Vikas Publishing, 2009.

MANAGERIAL BEHAVIOR AND EFFECTIVENESS

Objectives

- To understand the dimensions of managerial job.
- To enable the students to become effective managers.
- To develop the winning edge among the students.

Course Outcome

- Analyze the issues from of managerial jobs.
- Able to apply an appropriate style of managerial behaviour and approach to manage of people.
- Apply winning attitude, competitive spirit and creativity for success.

UNIT – I

Descriptive Dimensions of Managerial Jobs, Methods, Model, Time Dimensions in Managerial Jobs, Effective and Ineffective Job Behaviour, Functional and Level Differences in Managerial Job Behaviour. Time Management.

UNIT – II

Designing the Managerial Job - Identifying Managerial Talent, Managerial Skills Development, Pay and Rewards, Managerial Motivation, Effective Management Criteria, Balanced Scorecard, Feedback, Career Management. Talent Management.

UNIT – III

Managerial Effectiveness -Definition, The Person, Process, Product Approaches, Bridging the Gap, Measuring Managerial Effectiveness, Current Industrial and Government practices in the Management of Managerial Effectiveness. Managerial Effectiveness in Government and Private Sector.

UNIT – IV

Environmental Issues Organizational Processes, Organizational Climate, Leader, Group Influences, Job Challenge, Competition, Managerial Styles. Leadership Styles.

UNIT – V

Developing the Winning Edge Organizational and Managerial Efforts, Self Development, Negotiation Skills, Development of the Competitive Spirit, Knowledge Management, Fostering Creativity. Personality Attributes.

Book for Reference

1. Peter Drucker, Management, New York: Harper Row, 2008.
2. Milkovich and Newman, Compensation, New Delhi: McGraw-Hill International, 2007.
3. Blanchard and Thacker, Effective Training Systems, Strategies and Practices, New Delhi: Pearson Education, 2009.
4. Dubin, Leadership, „Research Findings, Practices & Skills, New Delhi: Biztantra, 2009.
5. Mathis Jackson, Human Resource Management, Mason: Thomson Southwestern, 2011.

ORGANIZATIONAL CHANGE AND INTERVENTION STRATEGY

Objectives

- To facilitate students to understand the organizational change process.
- To enable students to understand organization development and Interventions.
- To help students understand Change Management Strategies.

Course Outcomes

- Able to Analyze the environment that forces the change.
- Apply the various change models during the change process.
- Able to act as change agents.

UNIT – I

Organizational Change Forces, Types, Frameworks, Process. Resistance to Change, Overcoming Resistance. Fear of Change

UNIT – II

Perspectives on Organizational Change Models, Integration, Need for Change - Environmental Pressures, Organizational Pressures – Organizational Culture and Change, Change Management Process. Formal Culture.

UNIT – III

Change Management Diagnosis for Change, Modelling Organizations, Component Analysis, Diagnosing Readiness, Role of Managers in Change management. Unfreezing change.

UNIT – IV

OD Intervention Types: Human Process, Techno Structural, Human Resource Management, Strategic Change, Designing Interventions. Manipulation.

UNIT – V

Implementing Change Strategies for Communicating, Implementation Process: Approaches, Managing Skills, Consolidating Change, Evaluation. Role of Change agents.

Book for Reference

1. Ian Palmer, Richard Dunford and Gideon Akin, Managing Organizational Change, New Delhi: Tata McGraw Hill, 2008.
2. G. Thomas, Cummings and Christopher G. Worley, Organizational Development and Change, OH: Thomson South Western, Mason, 2008.
3. Radha R Sharma, Change Management, New Delhi: Tata McGraw Hill, 2006.
4. Wendell L French, Cecil H Bell and Robert A Zawaki, Organization Development and Transformation, New Delhi: Tata McGraw Hill of India, 2005.
5. Wendell L French and Cecil H Bell, Organization Development, New Delhi: Prentice Hall of India, 2008.

PERFORMANCE MANAGEMENT

Objectives

- To understand the concept and importance of Performance Management.
- To comprehend the process of Performance Management System and its evaluation.
- To expose the various methods of measuring and monitoring performance.

Course Outcomes

- To synthesize a Performance Management Process.
- To develop an effective performance measurement tool.
- To analyze and evaluate a Performance Management System

UNIT I

Introduction, Definition, Importance, Purpose, Performance appraisal Vs Performance Management, Ideal Characteristics of Performance Management System

UNIT II

Process Performance Management Process, Performance Planning, Performance Dimensions Prerequisites

UNIT III

Measuring Performance Approaches in Measuring Performance, Methods of Measuring Results, Methods of Measuring Behaviours, Developing Appraisal forms, Rater Biases

UNIT IV

Implementation and Monitoring Pilot Study, Monitoring, Methods of Monitoring, Giving Feedback, Development Plans, Counseling and Coaching Communication Plan

UNIT –

UNIT V

Rewards and Evaluation Rewards and Recognition, Traditional pay plans, Contingent pay plans, Areas of Evaluation Methods of Evaluation

Book for Reference

1. Herman Aguinis., "Performance Management", Pearson International Edition.
2. Kohli A S, Deb T, "Performance Management", Oxford University Press, Rao T.V, "Performance Management and Application Systems – HR Tools for Global
3. Competitiveness", Response Books, New Delhi: 2004
4. Franklin Hartle, "Transforming the Performance Management Process", Kogan Page Limited, London: 2004
5. Gary Benson, "Stepping up Performance – A Collection of Practical Knowledge, Research and Theory on Performance & How to improve it", Jaico Publishing House, Mumbai: 2005

HUMAN RESOURCE ELECTIVES - Semester IV
BEHAVIOUR MODIFICATION AND MANAGEMENT

Objectives

- To understand the basic concepts in Spiritual Intelligence, Emotional Intelligence and Transaction
- Analysis.
- To know the types and benefits of yoga.
- To comprehend the reasons for stress and the methods to relieve it.

Course Outcomes

- Able to differentiate Spirituality and Religion.
- Suggest strategies to develop a spiritually inclined organization and overcome stress.
- Able to develop emotional intelligence.

UNIT – I

Yoga Purpose, Properties of Yoga, Eight Limbs of Yoga, Seven Chakras and its Characteristics, Types of Yoga, Importance of Breath and Quality of life Benefits of Yoga in workplace

UNIT – II

Spiritual Intelligence Definition, Spirituality Vs Religion, Goals of Life, Strategies to develop a Spiritually Inclined Organization Spiritual Inclination

UNIT – III

Emotional Intelligence Definition, Factors of Emotional Intelligence, Analysis of Thoughts, Basing of Desires, Neutralization of Anger, Eradication of Worries, Overcoming Fear, Harmony and Happiness in Life, Attachment, Detachment and Moderation in Enjoyment Importance of EI in Workplace

UNIT – IV

Stress Understanding Stress: Meaning, Work Related Stress, Individual Stress, Strategies to Cope-up Stress, and Importance of Work-Life Balance Symptoms of stress.

UNIT – V

Transaction Analysis and Goal Setting Transaction Analysis, Kinds of Transactions, Strokes, Types of Scripts, Time Structuring, Achieving Goals Setting Goals

Book for Reference

1. Yogiraj Vethathiri Maharishi, Journey of Consciousness, Vethathiri Publications, 2005.
2. Swami Ranganathananda, Eternal Values for a changing society, Bharatiya Vidya Bhavan, 2005.
3. S.K. Charavathy, Human Values for Managers, New Delhi: Wheeler Publishing, 2005.

4. R Nandagopal and R N Ajith Sankar, Indian Ethos and Values in Management, Tata McGraw Hill, 2011
5. Daniel Goleman, Emotional Intelligence, London: Bloomsberg, 2003. Page 44 of 79

TRAINING AND DEVELOPMENT

Objectives

- To enable the students to identify training needs.
- To help the students in understanding training methods.
- To familiarize the students in pedagogical approaches for Management Development.

Course Outcomes

- Design a Training program.
- Execute a Training program.
- Evaluate a training program.

UNIT – I

Introduction Scope, Objectives, Importance, Training Process, benefits, Learning, Principles of Learning, Learning Theories, **Learning process Learning Environment**

UNIT – II

Need Analysis Need Assessment Process, Organizational Analysis, Person Analysis and Task Analysis Importance of need analysis

UNIT – III

Training design and implementation Designing Training Programmes, Training Methods, **Developing Effective Trainers Outsourcing**

UNIT – IV

Approaches to Management Development Methods of Development, Designing Development Programme, **Team Building Exercises Management Games**

UNIT – V

Evaluation of Training and Development Overview, Evaluation process, Outcome, Evaluation design, **Challenges in Training and Development Return on Investment**

Book for Reference

1. Raymond A Noe, Employee Training and Development, New Delhi: Tata McGraw Hill Education Private Limited, 2010.
2. P Nick Blanchard and James W Thacker, Effective Training-Systems, Strategies and Practices, New Delhi: Pearson Education, 2009
3. Craig Robert, Training and Development Handbook, New York: McGraw Hill, 2005.
4. Randy L Desimone and John M Werner, Human Resource Development, New Delhi: Thomson Publishing 2011.
5. Dr.B.Janakiraman, Training and Development, New Delhi: Biztantra, 2007 Page 45 of 79

COMPETENCY MAPPING AND DEVELOPMENT

Objectives

- make the students comprehend the basic concepts in competency To mapping
 - To understand the role and importance of competency mapping in the development of an organization
 - To figure out the steps involved in developing a competency mapping model
- Course Outcomes
- To enable the students to use competency mapping as a tool for improving the efficiency of the workforce.
 - To validate a competency mapping model
 - To evaluate a competency mapping model

UNIT – I

Introduction Definitions, Competence, Competency, Capability, Skill, Knowledge and Motive, Trait, Need of Competencies, Competency Mapping Uses of competency mapping

UNIT – II

Competency Categories Threshold Competencies, Differentiating Competencies, Functional or Technical Competencies, Leadership or Managerial Competencies, Organizational Competencies. Generic or Key Competencies

UNIT – III

Developing Competency Model Identifying Core Competencies, Developing Assessment Instrument, Performance Effectiveness Criteria, Base Competency Map, Competency Grading, Competency Assessment, Finalizing and Validating Competency Model Data Gathering

UNIT – IV

Competency Models Leadership and Managerial Competency Models, Recommended Actions to address resistance, Competencies and Generic Indicators, HR Generic Competency Model, Supervisory Generic Competency Model Causes for Resistance against Competency mapping

UNIT – V

Implementation and Development Communication & Implementation of Competency Mapping, Strategies to Address the Gaps, Evaluate ROI, Reassess Competencies and Development Challenges in Implementation of Competency Mapping

Book for Reference

1. Seema Sanghi, the Handbook of Competency Mapping – Understanding, Designing & Implementing Competency Models, New Delhi: Sage Publications, 2005.
2. Sharma, 360 Degree Feedback, Competency Mapping and Assessment Centres for Personal & Business, Mc Graw Hill Education (India), 2002.
3. Whetten & Cameron, Development Management Skills, Prentice Hall India, 2008.
4. Udai Parek, Understanding OB, New Delhi: Oxford University Press, 2003.
5. Paul R. Bernthal, Competency Study: Mapping the future, ASTD, 2004.

ORGANISATIONAL THEORY, DESIGN & DEVELOPMENT

OBJECTIVE

- To explain students how organizations change and how to manage it.
- To enable the students on the principles and practices of developing organizations.
- To help the students in understanding organizational design.

Course outcomes

- **Able to** Analyze the organizational life cycle.
- Able to analyze the strategic change ,management.
- Able to apply the models of transformation for developing strategies.

UNIT I

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

UNIT II

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

UNIT III

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

UNIT IV

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

UNIT V

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

Book for Reference

1. Thomson G. Cummings and Christopher G. Worley, Organisational development and Change, South Western Thompson, 2007
2. Robbins Organisation Theory; Structure Design & Applications, Prentice Hall of India, 2005.
3. Bhupen Srivastava, Organisational Design and Development: Concepts application, Biztantra , 2007.
4. Robert A Paton, James Mc Calman, Change Management, A guide to effective Implementation, Response Books, 2005.
5. Adrian Thornhill, Phil Lewis, Mike Millmore and Mark Saunders, Managing Change -A Human Resource Strategy Approach, Wiley, 2005.

FINANCE ELECTIVES - Semester III

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Course Objectives

To examine the determinants and behavior of asset prices, to provide financial theory and the analytical tools needed to make good investment decisions, and to model the relationship between risk and return, optimal portfolio selection, asset pricing models, market efficiency, portfolio performance evaluation, and the theory of active portfolio management.

Course Outcomes

At the end of this course students should be able to:

1. Describe the steps of the portfolio management process.
2. Analyze and evaluate the performance of an investment manager.
3. Analyze bond portfolio management strategies
4. Explain the concept of market efficiency.
7. Explain how derivatives products can be used in portfolio management

UNIT I

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

UNIT II

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

UNIT III

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

UNIT IV

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

UNIT V

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

Books for reference

1. Donald E.Fischer & Ronald J.Jordan, Security Analysis & Portfolio Management, PHI Learning / Pearson Education., New Delhi, 6th edition, 2008.
2. Prasannachandra, Investment analysis and Portfolio Management, Tata McGraw Hill, 2008.
3. Reilly & Brown, Investment Analysis and Portfolio Management, Cengage Learning, 8th edition, 2008.
4. S. Kevin, Securities Analysis and Portfolio Management , PHI Learning ,2008.
5. Bodi, Kane, Markus, Mohanty, Investments, 6th edition, Tata McGraw Hill, 2007.
6. V.A.Avadhan, Securities Analysis and Portfolio Management, Himalaya Publishing House, 2008.
7. V..K.Bhalla, Investment Management, S.Chand & Company Ltd., 2008.

STRATEGIC INVESTMENT AND FINANCE DECISIONS

Objectives

- To provide an understanding of various Profitable Perojects.
- Make students to understand regulatory framework of leasing, Hire purchasing and Bankruptcy.

Outcomes

- Apply the rules and regulations of SEBI while handling leasing and Hire purchasing
- Able to manage the Project selection
- Able to understgand the Recognition and liquidatioin inbankruptcy.

UNIT I

Project Investment Management Vs Project Management – Introduction to profitable projects – evaluation of Investment opportunities – Investment decisions under conditions of uncertainty – Risk analysis in Investment decision – Types of investments and disinvestments.

UNIT II

Significance of Information and data bank in project selections – Investment decisions under capital constraints – capital rationing, Portfolio – Portfolio risk and diversified projects.

UNIT III

Lease financing – Lease Vs Buy decision – Hire Purchase and installment decision – Hire Purchase Vs Lease Decision – Mergers and acquisition – Cash Vs Equity for mergers.

UNIT IV

Capital Structure – Capital structure theories – Capital structure Planning in practice.

UNIT V

Consequences, Issues, Bankruptcy, Settlements, reorganization and Liquidation in bankruptcy.

Books for reference

1. Prasanna Chandra, Financial Management, 7th Edition, Tata McGraw Hill, 2008.
2. Bodie, Kane, Marcus : Investment, Tata McGraw Hill, New elhi2002.

3. Brigham E. F & Houston J.F. Financial Management, Thomson Publications, 2003.
4. I. M.Pandey, Financial Management , Vikas Publishing House, 2003.
5. M.Y.Khan and P.K.Jain, Financial Management Text and Problems, Tata McGraw Hill
6. Website of IDBI related to project inance

MANAGEMENT OF FINANCIAL SERVICES

Objectives

- To provide an understanding of various Financial Services.
- Make students to understand regulatory framework governing the Financial Services.
- Expose the procedures involved in handling Financial Services.

Outcomes

- Apply the rules and regulations of SEBI while handling Financial Services.
- Able to manage the Public Issues.
- Able to provide Fee Based and Fund Based Financial Services

UNIT-I

Concept, nature and scope of financial services; Regulatory framework for financial services, Management of risk in financial services. Credit rating agencies in India – CRISIL, CARE, ICRA and Fitch India – Process of Credit Rating and Methodology by Indian credit rating agencies – services rendered by credit rating agencies – Solicited rating and unsolicited rating – Equity assessments us Equity grading – rating methodology for Financial services, Manufacturing companies, Banks and financial companies, Mutual funds, Insurance companies and IPO grading –Registration and Regulation of Credit rating agencies

UNIT-II

Core Services- Account opening- Types of Accounts – Types of Application Forms- Dematerialisation Process – Demineralization Process. Trading and Settlement –Off-Market Trade – Market Settlement-Demit Shares. Stock exchange operations-trading and settlement mechanism; Mutual Funds; Merchant banking services- managing issue of shares and bonds.

UNIT-III

Leasing-theoretical framework, regulatory environment, accounting and tax aspect; Debt securitization; Housing finance-system and schemes, tax and funding of HFCs; Credit rating – methodology and process; Symbols and credit rating agencies in India.

UNIT-IV

Venture Capital; Factoring and Forfeiting; Bill discounting; Hire-purchase finance and Consumer Credit.

UNIT-V

Market Settlement-Demit Shares. Special Services-Pledge and Hypothecation-Procedure for pledge/Hypothecation-procedure of confirmation of creation of Pledge/Hypothecations by Pledgee-Closure of a Pledge/Hypothecation by Pledgor-Invocation of Pledge by Pledgee. Stock lending and borrowing – Corporate actions

Books for reference

- 1) Fabozzi - Foundations of Financial Markets and Institutions (Pearson Education, 3rd Ed.)
- 2) Khan M Y- Financial Services (Tata Mc Graw Hill, 1998)
- 3) Machiraju H R - Indian Financial System (Vikas, 2004)
- 4) Bhole LM - Financial Institutions and Markets (Tata McGraw-Hill, 3rd edition, 2003)
- 5) Srivastava ,R.M & Nigam Divya - Management of Financial Institutions (Himalaya, 2003) st
- 6) Dr. Gurusamy S - Financial Services & Markets (Thomson, 1Ed.) 41

FINANCIAL DERIVATIVES

Course Objectives

To understand issues pertaining to pricing and hedging with options on individual stocks and Indexes, to examine forwards and futures contracts for equity indexes, commodities, and Currencies, and to analyze second generation derivative products such as interest rates and the Management of credit risks.

Course Outcomes

At the end of this course students should be able to:

1. To have a Discuss and explain in detail financial instruments such as options, futures, swaps and other derivative securities.
2. Describe and understand the economic environment in which such instruments operate.
3. Develop and employ theoretical valuation methods to price these financial instruments.
4. Apply these instruments in managing the risk of investing and hedging activity at the individual and the corporate level

UNIT – I

Definition, Types, Forward Contracts, Futures Contracts, Options, Swaps, Differences between Cash and Future Markets, Types of Traders, OTC and Exchange Traded Securities, Types of Settlement, Uses and Advantages of Derivatives. Rolling Settlement Strike Price

UNIT – II

Specifications of Futures Contract, Margin Requirements, Marking to Market, Hedging uses Futures, Types of Futures Contracts, Securities, Stock Index Futures, Currencies and Commodities, Delivery Options, Relationship between Future Prices, Forward Prices and Future Spot Prices. (Theoretical Aspects)

UNIT – III

Definition, Exchange Traded Options, OTC Options, Specifications of Options, Call and Put Options, American and European Options, Intrinsic Value and Time Value of Options, Option Payoff, Options on Securities, Stock Indices, Currencies and Futures, Options Pricing Models, Differences between Futures and Option Contracts.(Theoretical Aspects)

UNIT – IV

Definition of SWAP, Interest Rate SWAP, Currency SWAP, Role of Financial Intermediary, Warehousing, and Valuation of Interest rate SWAPs and Currency SWAPs, Bonds and FRNs, Credit Risk. Fixed and Floating Interest Rate SWAP (Theoretical Aspects)

UNIT – V

Regulations, Framework, Exchange Trading in Derivatives, Commodity Futures. Exchange Traded Funds

Books for Reference

1. N.R. Parasuraman, Fundamentals of Financial Derivatives, Wiley India's publishing, 2009.
2. S.S.S.Kumar, Financial Derivatives, New Delhi: Prentice Hall of India Ltd, 2008.
3. John C Hull, Options, Futures and other Derivative Securities, New Delhi: Prentice Hall of India Ltd, 2011.
4. Robert A Strong, Derivatives an Introduction, New Delhi: Thomson Publishing, 2005.

MICRO FINANCE

Objectives

- To provide an understanding of Micro finance.
- Make students to understand regulatory framework Micro Financial Services.
- Understand the challenges in Micro finance Movement.

Outcomes

- Apply the rules and regulations Micro finance markets.
- Able to manage the challenges in Micro finance business.

UNIT I

Basics – Need for microfinance - Characteristics of Microfinance clients – Demand and supply of microfinance in developing countries – Nature of Microfinance Markets - Microfinance as a development strategy and as an industry – Microfinance Tools – Role of Grameen Bank - Microcredit - Innovations - Group lending-Stepped lending & Repeat loan - Character & cash flow based lending -Flexible approaches to collateral-Frequent & public installment for loan & saving products

UNIT II

Financial Evaluation – Analyzing & Managing Financial Performance of MFIs: Analyzing financial statements - Financial performance ratios - Liquidity & capital adequacy – Revenue models of Micro finance - Role of subsidies & Donors - Bench Marking - Rating MFIs.Operational Evaluation: Managing operational risks – Internal Control, Business Planning –Impact Assessment – CVP Analysis – Operating Expenses - Operating Efficiency

UNIT III

Market Evaluation – Managing MF Products & Services - methodologies in MF product design and pricing – Competition - Risks .Institutional Evaluation - Appraisals and ratings - Legal compliance- Issues in Governance Social Evaluation - Social performance Measurement - Indicators - Tools – Progress out of poverty index – Transparency – Ethics

UNIT IV

Challenges to Microfinance movement – Demand and Supply of Micro financial services – State Intervention in rural credit – RBI Initiatives - NABARD & SHG – Bank Linkup & Programs- – Governance and the constitution of the Board of various forms of MFIs – Intermediaries for Microfinance –State sponsored Organizations.

UNIT V

Issue – Role of Technology-Strategic issues in Microfinance: Sustainability - opening new markets – Gender issues

Books for Reference

1. Indian Institute of Banking and Finance, Micro finance: Perspectives and Operations, Macmillan India Limited, 2011.
2. Beatriz and Jonathan, The Economics of Microfinance, Prentice Hall of India,2010

FINANCE ELECTIVES – Semester IV

FINANCIAL ENGINEERING

Objectives

- To provide an understanding of Financial Engineering.
- Make students to understand the financial Instrument.
- Understand the Volatility models

Outcomes

- Apply the rules and regulations in price determination.
- Able to manage the cost estimation

UNIT I

The Fundamental Theorem of Asset Pricing Arbitrage, numeraires and martingale measures. The martingale property of asset prices. The martingale property of forward and futures prices. The risk-neutral martingale measure and the forward martingale measure.

UNIT II

Introduction to Fixed Income Derivatives Basic instruments (swaps, caps and floors, swaptions). The market pricing formulas and quoting conventions. Empirical volatility surfaces for fixed income derivatives. Pricing caps, floors and swaptions as bond options.

UNIT III

Production function - Returns to scale - Production optimization - Least cost input - Isoquants - Managerial uses of production function. Cost Concepts - Cost function - Determinants of cost - Short run and Long run cost curves - Cost Output Decision - Estimation of Cost.

Determinants of Price - Pricing under different objectives and different market structures- Price discrimination - Pricing methods in practice.

UNIT IV

Martingale Pricing and Monte Carlo Simulation The martingale approach to derivative pricing. Examples: Black-Scholes and Black formulas. Monte Carlo simulation. Euler discretization. Choleski decomposition. Estimating the Greeks through Monte Carlo simulation.

UNIT V

Modeling Volatility Local volatility models: the constant elasticity of variance (CEV) model and the implied volatility function (IVF) model. Stochastic volatility models: the Heston model. Calibration and Monte Carlo implementation of stochastic volatility models

Books for Reference

1. N.R. Parasuraman, Fundamentals of Financial Derivatives, Wiley India's publishing, 2009.
2. S.S.S.Kumar, Financial Derivatives, New Delhi: Prentice Hall of India Ltd, 2008.
3. John C Hull, Options, Futures and other Derivative Securities, New Delhi: Prentice Hall of India Ltd, 2011.

INTERNATIONAL FINANCIAL MANAGEMENT

Course Objectives: to understand

- The international parity conditions: purchasing power parity, covered and uncovered interest parity.
 - Issues relating to the efficiency of foreign exchange markets and the forward bias puzzle.
 - The microstructure approach to exchange rate determination.
 - Recent policy issues encompassing international finance including so-called "currency wars" and the Euro zone crisis.
- The pricing of international financial assets and their role in financing and investment decisions.
- The financial management problems faced by firms that operate within the international financial environment.

Course Outcome

- acquired a practical understanding of the operation of the spot and forward foreign exchange markets;
- Acquired an appreciation of the importance of the international parity conditions; a strong theoretical and conceptual understanding of the financial problems facing firms that operate in the international global environment and the financial tools that can be used to minimize these problems;
- A practical understanding of how firms deal with the problem of foreign exchange exposure and the extent to which corporate hedging impacts on the firm's value.
- A critical awareness of evolving proposals to reform the international financial architecture in the context of the US/China "currency wars" debate, and the euro zone crisis.

UNIT I

Designing a Global Financing Strategy -institutional Structure -Euro Currency Loan -- International Equity Markets -International Financing Decision -Financing Overseas Subsidiary - Borrowing International Equity Investment -Syndicated Loans -Block Funds-Subsidized

Financing.

UNIT II

International Project Appraisal --Issues involved in Investment Analysis –Profit and Rent Maximization –Cross Border Investment Analysis –Discounted Cash Flows –Capital Asset Pricing Model(CAPM) –International Asset Pricing Model(IAPM).

UNIT III

International Capital Budgeting –Methods –Present Value Analysis –Decision Tree Analysis –Contingent Claim Analysis.

UNIT IV

Cost of Capital and Capital Structure –Cost of Debt and equity Across Countries – Weighted Average Cost of Capital and Assessment of Foreign Projects –Capital Structure Decision across the countries.

UNIT V

Multinational Working Capital Management –Sources of Short Term Financing -Current Asset Management -International cash Management: -Inventory Management -Managing Blocked Currency Trade.

Books for Reference

1. Ian H. Giddy, 'Global Financial Markets' AITBS 2000.
2. Kirt C. Butler, 'Multinational Finance' Thomson south western.
3. Reid W. Click and Coval, 'International Financial Management' Prentice Hall India.
4. Rite M Rodriguez, "International Financial Management", E Eugene Carter Prentice Hall, New Delhi 1985.
5. Madura, Jeff, "International Financial Management, West Publishing Company.
6. Apte P.G. International Financial Management, Tata McGraw Hill, New I Delhi, 1995

INSURANCE & RISK MANAGEMENT

Course Objectives

This course aims at giving in-depth knowledge of insurance business in terms of structure, products, pricing and risk management

Course Outcomes

This course will examine the way in which business and society make an assessment of, control and transfer risk. It is designed for the student with no previous knowledge of risk management.

The goal of this course is to engage students in active discovery of risk management principles. Students will be prepared to function in a business environment, developing an awareness of the challenges, the tools, and the process of designing and implementing a risk management program.

An effective and efficient corporate risk management program leads to knowledge and control of costs and an improved bottom line.

UNIT I

Insurance- Definition, Purpose & need of Insurance, Insurance as risk transfer & risk sharing mechanism, Benefits & Cost of insurance to society, Types of insurance business. Insurance as contract- Essential elements.

UNIT II

Insurance documents- Proposal form, Covernote, Certificate of Insurance, Endorsement, Renewal Notice, Claim form, Survey Report. Basic parts- Clause, Warranties, Condition, Exclusion, Riders, Deductibles.

UNIT III

Types of Insurer, Insurance Intermediaries, Distribution system in insurance industry, important activities of an insurance company, typical operational structure of Insurance Company, Role of Actuarial Profession.

UNIT IV

Fundamental principles of insurance- Utmost good faith, Insurable Interest, Indemnity & its corollaries, Proximate cause, Co-insurance, Condition of Average.

UNIT V

Legislative & Regulative matters- Aim, Objective & Areas of regulation, Insurance Act 1938, IRDA Act 1999, GIBNA 1972, LIC Act 1956, Consumer Protection Act 1986, Insurance Ombudsman, Role of T. A. C. , Contract Act 1872, Malhotra Committee. Insurance Advisory Committee.

Books for References

1. Insurance industry: ICFAI Publishers
2. Principles of Risk Management & Insurance – George E. Rejda.
3. Risk Management & Insurance- Scott Harington.
4. Risk Management & Insurance- C. Arthur Willams

WORKING CAPITAL MANAGEMENT

Course Objectives

1. Analyze the effects of working capital policies on equity value and default risk
2. Design optimal working capital policies (cash, inventory, etc), given the characteristics of the industry and the firm
3. Determine the best way to invest surplus short-term funds and the best way to raise short-term funds
4. Design an optimal overall working capital management policy for the firm.

Course Outcomes

Goal of the subject is to get the students acquainted with the field of working capital management. It extends mainly their knowledge in the area of liability management, cash management, short-term liability management of the company with emphasis on possibilities of gaining both trade and bank credit.

UNIT I

Working Capital Policy - Overall Considerations - Importance of Working Capital Management - Concept of working Capital - Risk And Return - Trade off Financing - Working Capital Sources and Uses Of Working Capital- Factor influencing Working Capital - Requirements Issues in Working Capital Policy -Size of Working Capital - Forecasting and Management of Working Capital

UNIT II

Cash Management: Importance, Factors influencing, Cash Balance- Determining minimum Cash Balance - Cash Budgeting - Cash control Monitoring collections and disbursement - Cash Management models.

UNIT III

Inventory Management- Need for inventories and importance of its Management - Techniques for Managing Inventory - Different Models Recorder Point, Pricing of Raw materials and valuation of stock Monitoring and control of Inventories.

UNIT IV

Receivables Management - Credit Policy - Credits evaluation, credit granting decisions Control receivables Collection policy.

UNIT V

Financing Current Assets: Trade Credit, Short term Bank Finance, Commercial paper, Public Deposits Committees on Working Capital Regulation of Bank credit Recommendation.

Books for Reference

1. Prasanna Chandra Financial Management Theory and Practice, TateMcGraw Hill
2. Gitmen L.J Basic Managerial Finance Harper & Raw
3. Weston J.F and Copeland T.E Managerial Finance, Dryden P. New York 1995.
4. I.M Pandey Financial Management, Vikas Pub, New Delhi
5. V.E. Ramamurthy, Working Capital Management IFMR Madras 34.

INTERNATIONAL TRADE FINANCE

Course Objectives

To study the role that international trade and investment, currency movements, derivative Instruments, hedging strategies, international financial markets, and international agreements and institutions play in the management of multinational corporations

Course Outcomes

At the end of this course students should be able to:

1. Identify the reasons for international trade
2. Describe the importance of balance of trade and balance of payments to the development of macroeconomic policy.
3. Discuss the role that international institutions play in the global arena.
4. Judge whether international parity conditions are met
5. Describe the various currency arrangements a country may adopt

UNIT I

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

UNIT II

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

UNIT III

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

UNIT IV

Export Trade Documents: Financial Documents – Bill of Exchange- Type- Commercial Documents - Proforma, Commercial, Consular, Customs, Legalized Invoice, Certificate of Origin Certificate Value, Packing List, Weight Certificate, Certificate of Analysis and Quality, Certificate of Inspection, Health certificate. Transport Documents - Bill of Lading, Airway Bill, Postal Receipt, Multimodal Transport Document.

UNIT V

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

Books for reference

1. Alan C. Shapiro, Multinational Financial Management, PHI Learning, 4th Edition, 2008.
2. Eun and Resnik, International Financial Management, Tata McGraw Hill, 4th Edition, 2008.
3. Website of Indian Government on EXIM policy
4. Apte P.G., International Financial Management, Tata McGraw Hill, 2008.
5. Jeff Madura, International Corporate Finance, Cengage Learning, 8th Edition, 2008.

SYSTEMS ELECTIVES – semester III

SOFTWARE PROJECT AND QUALITY MANAGEMENT

COURSE OBJECTIVE

- To understand project management cycle in software development
- To study various project estimation and quality models in software development

COURSE OUTCOMES

- Knowledge of software development process and quality models
- Knowledge of software project estimation and quality assurance

UNIT I

Introduction - Definition - Total effort devoted to software - Project size categories; Quality and

Productivity Factors - Managerial issues. Planning a Software Project:- Defining the Problem - Developing solution strategy -Planning Development Process - Various Models - Planning Activities.

UNIT II

SOFTWARE Cost Estimation - Cost factors - Cost estimation Techniques.SOFTWARE Requirements Definition - Formal specification Techniques.SOFTWARE Design - **Fundamental Design Concepts - Models and Modularization criteria -Design Notations - Design Techniques.** Implementations Issues - Structured Coding Techniques - Coding style - standards and guidelines.

UNIT III

MODERN Programming Language features - Type checking - user defined Data types - Data Abstraction - Exception Handling.Verification & Validation Techniques - Software Maintenance.

UNIT IV

SOFTWARE QUALITY - Quality Management Systems, Software Quality Models -FURPS, McCalls Models, Applying seven basic quality tools in software development, Measuring Quality, Gilb, CoQUAMO, Lean software development

UNIT V

SOFTWARE QUALITY ASSURANCE

Software Reliability models-Rayleigh model, Weibull model; Defect Removal Effectiveness; Quality standards-ISO 9000 models and standards for process improvement, ISO/IEC 9126 -1 to 9126-SQuaRE, ISO/IEC 25000, ISO/IEC 25010, CMM, PCMM, CMMI, SPICE

Books for reference

1. Software Engineering Concepts - Richar Fairley, Mcgraw Hill.
2. Journals and Magazines in the area of Software Project Management

DECISION SUPPORT SYSTEM AND INTELLIGENCE

COURSE Objectives

- To enable the students to understand how an Information system can be used for decision support.
- To introduce various types of models in decision support systems.
- To help students understand the design and implementation process of Decision Support Systems.

COURSE Outcomes

- Capable of applying appropriate decision support system techniques
- Able to address the implementation issues Able to leverage on the Group Decision Support System.

UNIT I

INTRODUCTION Management Support systems, Decision making, Models, DSS Overview, Data, Model, Knowledge Management system.

UNIT II

DATA AND MODEL MANAGEMENT SYSTEMS

Data Collection, Data Warehousing, Data Mining, Data visualization, Modeling, Static and dynamic, Optimization, Heuristic, Simulation, Multidimensional modeling.

UNIT III

GSS, ENTERPRISE DSS, KMS Group support system, Technologies, Enterprise DSS, Knowledge management methods, Technologies, Tools.

UNIT IV

KNOWLEDGE BASED DSS

Artificial Intelligence, Expert System, Knowledge Acquisition and validation, Knowledge representation, Inference techniques.

UNIT V

ADVANCED INTELLIGENT SYSTEMS

Neural Computing, Fuzzy Logic, Intelligent Agents, Implementation, Integration, Intelligent DSS.

Books for reference

1. Efraim Turban and Jay E. Aronson, Decision Support System and Intelligent Systems, Prentice all International, 9thEdition2010
2. Janakiraman V. S and Sarukesi K, Decision Support Systems, Prentice Hall of India, 6thPrinting 2006
3. Lofti, Decision Support System and Management, McGraw Hill Inc, International Edition, New Delhi 1996.
4. Marakas, Decision Support System, Prentice Hall International, Paperback Editi

KNOWLEDGE MANAGEMENT

COURSE Objectives

- To enable the students to understand the fundamental concepts in Knowledge Management.
- To learn the Methods, Techniques and Tools of Knowledge Management.
- To understand the Ethical and legal issues in Knowledge Management.

COURSE Outcomes

- Able to face the challenges in Building a Knowledge Management System.
- Able to do the Knowledge Codification.

- Able to use the Neural Networks as Learning Model

UNIT –I

Introduction- Understanding Knowledge: Data, Information and Knowledge, Types of Knowledge, Human thinking and Learning, Knowledge Management, System Life Cycle, Conventional vs. KM System Life Cycle, Challenges in Building KM System. Human Thinking Process

UNIT –II

Knowledge Creation and Capture Knowledge Creation, Nanaka's Model, Knowledge Architecture. Capturing Tacit Knowledge: Evaluating the Expert, Developing a Relationship with Experts, Fuzzy Reasoning and Quality of Knowledge Capture, Interview as a Tool Guide to Successful Interview, Rapid Prototyping Interviews, other Knowledge Capture Techniques: on-site Observation, Brainstorming, Protocol Analysis, Census Decision Making, The Repertory Grid, Nomina I Group Technique, Delphi Method, Concept Mapping, Black boarding.

UNIT –III

Knowledge Codification and System Implementation Knowledge Codification: Meaning, Reasoning for Codifying, Codification Tools and Procedures. Knowledge Developer's Skill Set, System Testing and Deployment: Knowledge Testing, Approaches to Logical Testing, Approaches to user Acceptance Testing, Managing the testing phase, KM System Deployment: Issues, User Training, Post Implementation Review.

UNIT –IV

KM System Tools and Portals Learning from Data: Data Visualization, Neural Networks as a Learning Model, Association Rules, Classification Trees. Data Mining: Definition, Data Mining and Business Intelligence, Business Drivers, Technical Drivers, DM Virtuous Cycle, Data Management, Role of DM in Customer Relationship Management. Portals: Definition, the Business Challenge, Knowledge Portal Technologies. Data Mining Product Providers

UNIT –V

Ethics in Knowledge Management Ethics, Legal and Managerial Issues : Knowledge Owners, Legal Issues, Ethics Factor, Improving the Climate, Managing Knowledge Workers

Books for Reference

1. Elias M Awad and Hassan M Ghazini, Knowledge Management, New Delhi: Pearson Education, 2010.
2. Irma Becerra Fernandez, Avelino Gonzalez and Rajiv Sabberwal, Knowledge Management Challenges, Solutions and Technologies, New Delhi: Prentice Hall of India, 2009.
3. Ralph Kimball and M. Ross, The Data Warehouse Tool Kit, The Complete Guide to Dimensional Modeling, Singapore: Wiley and Sons, 2011.
4. Madan Mohan Rao, Knowledge Management Tools and Techniques: Practioners and Experts Evaluate KM Solutions , New York: Bulterworth-Heinemann, 2005.
5. S. Barnes, Knowledge Management Systems, Theory and Practice, New Delhi: Thomson Learning, 2002

SYSTEM ANALYSIS AND DESIGN

COURSE OBJECTIVE

- To enable the students to understand the Information system and its life cycle.
- To develop the usage of system Aided Tools

- To know how to design the input and output forms

COURSE OUTCOMES

- Able to Test and Investigate the software
- Able to analyze the software and hardware components

UNIT – I :

INTRODUCTION TO SYSTEM ANALYSIS AND DESIGN

Scope and Functions of a System Analysis – What is system analysis and design – categories of Information Systems – role of Information System– Systems and their interdependencies – Classical Systems – System Development Life Cycle– Introduction to Structured Methodologies – Prototyping – Preliminary Investigation – testing Project Feasibility.

UNIT-II :

STRUCTURED ANALYSIS DEVELOPMENT STRATEGIES

Purpose – Steps involved in use of Prototypes – Tools for Prototyping, Prototype strategies.

UNIT – III :

COMPUTER AIDED SYSTEMS TOOLS -Role of Tools – Categories of tools – CASE -Design of Computers outputs – ways of presenting information – Designing of Printed outputs – Designing visual Designing visual Display Units.

UNIT – IV :

DESIGN OF INPUT AND CONTROL-Objectives of input Design – Data capture guidelines – Input validation – Design of ONLINE DIALOGUE – Purpose and definition of on line, interface etc, Designing dialogue, Dialogue -strategies – Data Entry Dialogue.

UNIT – V :

MANAGING SYSTEM IMPLEMENTATION Training – Conversion Methods – Post Implementation – review – Auditing Hardware and Software Selection : Overall Economic Analysis. Analysis and design of prototype information system For:(1) Marketing Function (2) Finance and Accounting Function (3) Production and Manufacturing Function (4) Personnel Function.

Books for reference

1. Kenneth E Kendall – Julie E Kendall – System Analysis and Design Fifth Edition, Prentice Hall of India, New Delhi, 2002.
2. JAMES A. SENN, Analysis and design of Information System McGraw Hill International Edition.
3. R.G. Murclick, Misconcepts and Design – Prentice Hall of India, New Delhi.
4. Award, System Analysis and Design – Galgotia Publicaiton

e- BUSINESS AND COMMERCE

Objectives

- To enable the students to understand the concepts and methods of e-Commerce.
- To develop an understanding of the current practices and opportunities in electronic commerce.

- To give an insight about electronic payment system and its security.

Outcomes

- Able to use Online Business Models to improve the efficiency.
- Leverage Electronic Payment System to accelerate the collection process.
- Able to address the issues of Security and Encryption for e-commerce.

UNIT I

Foundations of e-Commerce Scope, Driving Forces, Impact, Benefits and Limitations, Basic Technology of the Internet, Web Technology, and e-Commerce. Trend in e-Commerce

UNIT –II

Business Models Component of a Business Model, Online Business Models, Characteristics of B2B Models, Buyer, Supplier and Intermediate oriented Marketplace. (DELL & e-bay) Successful Business Models. BUSINESSAPPLICATIONS- Consumer oriented e-business –e-tailing and models -Marketing on web –advertising, e-mail marketing, affiliated programs -e-CRM; online services, Business oriented e-business, e-governance, EDI on the internet, Delivery management system, Web Auctions, Virtual communities and Web portals–social media marketing

UNIT –III

Retailing in e-Commerce Direct Marketing, Online Customer Service, Electronic Intermediaries, Procedure of Internet Shopping, Web Advertisement: Methods, Strategies, Intelligent Agents.(Amazon.com)Role of Intelligent Agents

UNIT –IV

Electronic Payment System Protocols, Security Schemes, Credit Card System, Debit Cards System, Electronic Fund Transfer, Smart Card, e-Cash, Unified Payment Systems.(Sify & erizon)e-payment Scenario in India

UNIT –V

E-Security Designing for Security, Client and Server Security, Protection and Recovery, Encryption, Internet Security Protocols and Standards, Network security and firewalls. Various Security Threads

Books for reference

1. . Efraim Turban, Jae Lee & David King and H. Michael Chung, Electronic Commerce A Managerial Perspective, New Delhi: Prentice Hall, 2011.
2. Jeffrey F Rayport and Bernard J Jaworski, Introduction to e-Commerce, New Delhi: Tata McGraw Hill, 2003.
3. Ravi.Kalakota and Andrew B Whinston, Fronticers of Electronic Commerce, New Delhi: Pearson Education, 2009.
4. Elias M and Award, Electronic Commerce –From Vision to Fulfillment, New Delhi: Prentice Hall of India,
5. Robert C Elsenpeter, E Business A Beginner"s Guide, New Delhi: Tata McGraw Hill, 2001.
6. Prag Kulkarni, Sunita Jahirabadkao, Pradeep Chande, e business, Oxford University Press,
7. 7.Hentry Chan & el , E-Commerce –fundamentals and Applications, Wiley India Pvt Ltd,

ENTERPRISE RESOURCE PLANNING

COURSE OBJECTIVES

Comprehend the technical aspects of ERP systems

- Learn concepts of reengineering and how they relate to ERP system implementations
- Be able to map business processes using process mapping techniques
- Be able to identify and describe typical functionality in an ERP system

COURSE OUTCOMES

- Able to handle production, finance and human resource related data in an organization.
- Able to maintain the business function efficiently.

Unit I

Introduction - Evolution - Reasons For The Growth - The Advantages Of ERP. Enterprise-An Overview - Integrated Management Information –Business Modeling Integrated Data Model. Technology- C/SIDE Development Environment, Server Options, Navigator Application Server, Multilanguage Functionality. Purchase order processing and management Purchase order-creation, receiving and invoicing, purchase master-design and creation, managing purchase prices, discounts and line discounts, purchase order analysis reporting.

Unit II

Manufacturing Overview, items and item card, production bill of material, routing, planning, production order, consumption and output journals, finishing orders and auto reporting. Inventory management - Inventory valuation, inventory age composition, Item register, order processing, returns management, item tracking, location transfers, cycle counting Advance manufacturing, trade and inventory: BOM scrap and routing scrap, non-productive time, parallel scheduling, multi-level manufacturing,

Unit III

Human resources: Maintain comprehensive employee records, absence tracking methods, track equipment issued to employees, employee absence reports, staff absence register, employee birthday report, payroll management .Finance: Overview, chart to accounts, general ledger, receivables management, payable management, journals, posting transaction to the general ledger, taxation India localization (VAT).

Unit-IV

Database concepts Types of concepts-standard database, SQL server option Dynamic NAV database administration-understand basic and advanced database features, understand how to backup and restore database in the SQL server option, know advanced backup and restore information

Unit V

Introduction to development I Basic table, basic forms, introduction to C/AL programming, intrinsic data types, identifiers and variables, assignment statements, simple expressions, terms and operators, numeric expressions, logical and relation expressions, arrays, reports. Order Processing, Purchases, Payables, and General Ledger Overview, Processing Overview, New Vendor and Item Setup, Creating an Item and Vendor, Purchase Order Processing, Creating a Purchase Order, Receiving and Invoicing a Purchase Order, Record Automobile Maintenance Expense .

Books for reference

1. Alexis Leon, ERP Demystified, Tata McGraw, Hill, 2005.
2. Alexis Leon, Enterprise Resource Planning, Tata McGraw, Hill, 2006.
3. Jaya Krishna. S. ERP New Insights, ICFAI University,2005
4. Pankaj Sharma, Enterprise Resource Planning PHI, 2006
5. Promod M Mantravadi, ERP Concepts and Cases, ICFAI University, 2006
6. Vinod Kumar Garg, and Venkitakrishnan. N.K., Enterprise Resource Planning Concepts and Practice, PHI, 2005

INTERNET AND WEB DESIGN

COURSE OBJECTIVES

- To learn about Network and Network Devices and Network Architecture
- To enable the students to understand WWW Browsers
- To learn the FTP and Terminology for database transfer
- To understand the Internet Management Security

OUTCOMES

- Able to protect the data from hacking
- Able to develop online marketing and able to design web using HTML

UNIT I

Internet: Growth of Internet, Owners of the Internet, Anatomy of Internet, ARPANET, Internet history of the World Wide Web, Basic Internet Terminology, Net Etiquette. Internet Applications: Commerce on the Internet, Governance on the Internet, Impact of Internet on Society - Crime on through the Internet. Internet Technology and Protocols: 1- Internet Protocols TCP/IP, IP Address and its Format, TCP/IP Based packages, SLIP, PPP. Network and Network Devices: Network Architecture, Ethernet, FDDI, ATM.

UNIT II

Using the World Wide Web : Evolution of WWW, Basic features, WWW Browsers, WWW Servers, HTTP, Universal Resource Locator (URL), Search Engines and their Categories, Searching Criterion, WWW and Hypertext. Browsers : Basic features, Bookmarks, History, Progress indicators, Customization of browsers, Saving and Printing Web pages, Netscape Communicator, Internet Explorer.

Electronic Mail : 1- Introduction to E-Mail E-Mail Networks and Servers 3- Email protocols - SMTP, POP3, IMAP4, MIME6. Structure of an E-Mail: E-Mail Address, E-Mail Header, Body, Attachments.5- E-Mail Clients : Netscape Mail Client, Outlook Express, Web based E-Mail.6- Email encryption : Address Book, Signature File.Telnet: Introduction to Telnet, Establishing Telnet Connection, Using Telnet with Netscape, Telnet Protocol,

UNIT III

Introduction to FTP and Terminology, FTP Servers and Authentication, Line Mode FTP and Common Commands, GUI Based FTP Clients, Browser Based FTP Clients. User and Internet Relay Chat – Usenet - Its components, News Groups, Searching and subscribing New Groups, News Servers, Concept of chatting and IRC, Client Software for Chat, Chat Servers, Smiley.

UNIT IV

Engines, How to register a Web Site on search Engines, Publishing Tools. Web Publishing, Document Management, Web Page Design Consideration and Principles, Search HTML: Document Layout, Header Elements, Section Headings, Block-oriented elements, Lists, Web Publishing: Overview, Web hosting, Documents, Interchange Standards, Components of Inline elements, Visual markup, Hypertext links, Uniform Resource Locators (URLs), Images, Forms, Tables, Special Characters.Multimedia and Graphics: VRML, Authoring Tools for Graphic Web Editors.

UNIT V

Internet Management Security Concepts, Information Privacy and Copyright Issues-Overview of Internet Security: Firewalls, Internet Security Management Concepts, Information Privacy and Copyright Issues.

Books for reference

- 1- D Comer, the Internet Book, Second Edition, 2001, Prentice Hall of India.
- 2- MLYoung, the complete reference to Internet, 2002, Tata McGraw Hill.

- 3- J Sklar, Principles of Web Design, Second Edition, 2001, Vikash Publishing House Pvt. Ltd.
- 4- W G Lehnert, Inter 101, First Edition, 2001, Pearson Education

DATA WAREHOUSE AND MINING

COURSE OBJECTIVE

- To know how to derive meaning from huge volume of data and information
- To understand how knowledge discovering process is used in business decision making

COURSE OUTCOMES

- Big Data Management
- Appreciate the techniques of knowledge discovery for business applications

UNIT I

Introduction and data warehousing - Introduction, Data Warehouse, Multidimensional Data Model, Data Warehouse Architecture, Implementation, Further Development, Data Warehousing to Data Mining

UNIT II

Data preprocessing, language, architectures, concept description- Why Preprocessing, Cleaning, Integration, Transformation, Reduction, Discretization, Concept Hierarchy Generation, Data Mining Primitives, Query Language, Graphical User Interfaces, Architectures, Concept Description, Data Generalization, Characterizations, Class Comparisons, Descriptive Statistical Measures.

UNIT III

Association rules - Association Rule Mining, Single-Dimensional Boolean Association Rules from Transactional Databases, Multi-Level Association Rules from Transaction Databases

UNIT IV

Classification and clustering - Classification and Prediction, Issues, Decision Tree Induction, Bayesian Classification, Association Rule Based, Other Classification Methods, Prediction, Classifier Accuracy, Cluster Analysis, Types of data, Categorization of methods, Partitioning methods, Outlier Analysis.

UNIT V

Recent trends - Multidimensional Analysis and Descriptive Mining of Complex Data Objects, Spatial Databases, Multimedia Databases, Time Series and Sequence Data, Text Databases, World Wide Web, Applications and Trends in Data Mining

Books for reference

1. Margaret H. Dunham, "Data Mining: Introductory and Advanced Topics", Pearson Education 2004.
2. Sam Anahory, Dennis Murry, "Data Warehousing in the real world", Pearson Education 2003.
3. David Hand, Heikki Manila, Padhraic Smyth, "Principles of Data Mining", PHI 2004.
4. W.H. Inmon, "Building the Data Warehouse", 3rd Edition, Wiley, 2003.
5. Alex Besson, Stephen J. Smith, "Data Warehousing, Data Mining & OLAP", McGraw-Hill Edition, 2001.
6. J. Han, M. Kamber, "Data Mining: Concepts and Techniques", Harcourt India / Morgan Kaufman, 2001.

e-MARKETING

Course Objectives

- To learn e -marketing Mix
- To learn the aspects of online business.
- To learn the strategies of e- CRM
- To learn about the e-payment models

Course Outcomes

- An understanding of the history of online business, marketing and the Internet.
- An appreciation of the e-marketing and e-commerce environment, particularly how certain technologies are employed to allow commerce to take place online.
- Insight into the complexity of brand marketing and sales .
- Hands-on knowledge of how to build an online presence for a small business using websites, Facebook, Twitter, phone apps, as well as how to set up an online store.

Unit I

e-marketing Concept, nature and importance of e-marketing; E-marketing versus traditional marketing; Issues, challenges and opportunities for e-marketing; Reasons for growth of e-marketing; Tools and techniques of e-marketing—advantages and disadvantages; e-marketing situations.

Unit II

E-Marketing Management: Segmentation, targeting and positioning; E-marketing mix; E-marketing and customer relationship management – concept and scope; E-customers and their buying process; E-marketing and customer loyalty and satisfaction; Communities and social networks.

Unit III

Internet Marketing: Concept and role of internet marketing; Search engine optimization –functions, type of traffic, keywords and steps in search engine optimization; Internet advertising – types and tracking ROI; Online PR, News and Reputation Management; Direct marketing –scope and growth; E-mail marketing; Social Media Marketing: Concept and tools; Blogging – benefits, types; Video-marketing for business purpose – tools and techniques; Pay per click marketing; Issues and challenges.

Unit IV

E-payment systems: Payment gateways; use of Debit and credit cards; Mobile Marketing-Trends and terminologies; Benefits and applications of mobile and smart phone applications; M-commerce.

Unit V: E-Marketing Case studies

Books for reference

1. Strauss, Judy, and Raymond Frost, E-Marketing, Prentice Hall.
2. Hanson, Ward A., Principles of Internet Marketing, South Western College Pub., Division of Thomson Learning.

PRODUCTION ELECTIVES – Semester – III

TOTAL QUALITY MANAGEMENT

Objectives

- To make the students understand the basic concepts of total quality management and appreciate its importance in today's business environment.
- To enable them to acquire required diagnostic skills and use various quality tools.
- To familiarize the students about the Quality Management System.

Course Outcome

- Capable of applying TQM concepts for improving the quality of products and services.
- Use tools and techniques of TQM for continuous improvement in quality.
- Implement Quality Management System

UNIT – I

Total quality management – concepts – quality management in retrospect – evaluation of quality approaches – Basic elements of TQM.– The continuous improvement process — Service quality Vs Product Quality. Total Quality :- Value & Differential advantage. Customer focus – customer perception of quality, translating needs into requirement , customer retention. Dimensions of product and service quality, cost of quality.

UNIT – II

Pillars of Total quality management – Strategic thinking and planning, the starting point for total quality – Total quality policy and deployment guidelines – Total quality approaches – Leadership for TQM. Attitude & involvement of top management. Organizational implications.

UNIT – III

Total quality models – Enablers for total quality – quality responsibilities – achieving total commitment to quality – Information & customer – Strategic information system – Strategic quality management. Japanese 5s principles and 8D methodology.

UNIT – IV

Quality education and training quality process, Quality system – Quality measurement system including the tools of TQM – Quality cost – Quality planning – Quality information feedback – Internal customer conflict – House of quality (HOQ), building a HOQ – Failure mode effect analysis (FMEA)

UNIT – V

Strategic choice of markets and customers maintaining competitive advantage – Designing process and products for Quality – Introduction to IS/ISO 9004:2000,- quality management systems- guidelines for performance improvements. Quality audit.

Books for reference

1. Total quality – Bharat Wakhlu
2. Total quality Management – Sundararaju
3. Five Pillars of TQM – Bill Creech
4. Total quality management – Joseph and Berk

5. TQM Strategies and Techniques – Stephen George
6. TQM in service sector – R.P. Mohanty and R.R. Lakhe

PRODUCT DESIGN

Objectives

- To make the students understand the basic concepts of Product Design
- To enable them to acquire required diagnostic skills and use of various steps and PLC
- To understand the design tools and value engineering.
- To understand the Intellectual property right and patent infringement

UNIT I

Introduction - Defining Product, Types of products. Successful Product development – characteristics, duration and cost, challenges. Development Process: Generic Process- Adapting to product types. Stage-gate model - New Service Development Process

UNIT II

Product Planning - Process – Steps. Product Life Cycle. Technology Life Cycle - Understanding Customer Needs - Disruptive Technologies- Product Specification - Concept Generation – Activity- Steps- Brain Storming,

UNIT III

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

UNIT IV

Industrial design and design tools- Design for Manufacturing-Value Engineering-Ergonomics- Prototyping-Robust. Design- Collaborative Product development- Product development economics.

UNIT V

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

Books for reference

1. Karl T. Ulrich and Steven D. Eppinger, Product Design and Development, Tata
2. McGraw – Hill, Third Edition, reprint 2008.
3. Kerber, Ronald L, Laseter, Timothy M., Strategic Product Creation, Tata- McGraw Hill,2007
4. A.K. Chitale and R.C. Gupta, Product Design and Manufacturing, PHI, 2008
5. Michael Grieves, Product Life Cycle Management, Tata McGraw Hill , 2006
6. Deborah E. Bouchoux, Intellectual Property Rights, Delmar, Cengage Learning, 2008
7. Barkley, Project Management in New Product Development, Tata McGraw Hill, 2008

SUPPLY CHAIN AND LOGISTIC MANAGEMENT

Objectives

- To introduce the concept of supply chain and logistics.
- To familiarize the key drivers of supply chain performance.
- To enable the students to understand the analytical tools necessary to solve supply chain problems.

Course Outcomes

- Able to explain the strategic role of a supply chain in the business process.
- Able to use key strategic drivers of supply chain performance for effective results.
- Able to analyze the analytic methodologies for supply chain

UNIT – I

Introduction to Supply Chain Management (SCM) – Concept of SCM – Components of SCM, an overview – Features of SCM – Strategic issues in SCM. **SCM current scenario – Drivers of supply chain performance. Supply chain relationship**

UNIT – II

Customer focus in SCM – Demand planning, Purchase planning – Make or Buy decision – Indigenous and global sourcing Development and Management of suppliers – Legal aspects of Buying – **Cost management – Negotiating for purchasing .Warehousing and materials storage, material handling, transportation and packaging- 3PL and 4 PL**

UNIT – III

Network design : Distribution network design – role factors influencing, options, value additions. Models for facility location and capacity allocation. Impact of uncertainty on network design. Network design decisions using decision trees.

UNIT – IV

Logistics management – Role of logistics in SCM – Integrated Logistics Management – Transportation Design and decision – Multi modalism – Third party logistics services and providers – Facilities management (Port/Airport/ICDs) Channels of distribution – **Logistics and customer service. – sourcing – make vs. buy decision , creating world class supply base.**

UNIT – V

Information technology and SCM: EDI, ERP, Internet and Intranet, E-Commerce, Advanced Planning System, Bar Coding, Tele communication network, Video Conferencing and Artificial Intelligence. **E-business – framework and roll of supply chain in e-business and b2b practices**

Books for reference

1. Supply Chain Management – For Global Competitiveness – B.S. Sahay – Macmillan India Limited, 1999.
2. Supply Chain Management: Strategy planning and operations – Sunil Chopra and Peter Meindal, 3rd Edition, PHI, 2007
3. Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies –Simchi- Levi,

Kaminsky and Simchi-Levi, 2nd Edition, TMH, 2007

4. Robert B.Handfield & Ernest L.Nichols.JR., Introduction to Supply Chain Management, Prentice Hall of India, New Delhi.

PRODUCTION ELECTIVES – Semester – IV

SERVICES OPERATIONS MANAGEMENT

Objectives

- To make the students understand the basic concepts of operations Management
- To enable them to acquire required diagnostic skills and use of various steps in services operations management
- To understand the using tools and techniques
- To understand the service quality and operational service

UNIT I INTRODUCTION

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

UNIT II

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

UNIT III

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

UNIT IV

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

UNIT V

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

Books for reference

1. James A. Fitzsimmons, Mona J. Fitzsimmons, Service Management – Operations, Strategy, Information Technology, Tata McGraw – Hill Edition 2006.
2. Richard Metters, Kathryn King-Metters, Madeleine Pullman, Steve Walton Service Operations Management, South-Western, Cengage Learning, 2006.
3. Cengiz Haksever, Barry Render, Roberta S. Russell, Robert G. Murdick, Service Management and Operations, Pearson Education – Second Edition.

4. Robert Johnston, Graham Clark, Service Operations Management, Pearson Education, 2005.

ADVANCED PRODUCTION MANAGEMENT

- To make the students understand the basic concepts of advanced production Management
- To enable them to acquire required diagnostic skills and use of various steps in services operations management
- To understand the using tools and techniques
- To understand the service quality and operational service

UNIT – I

Impact of Technology on Production; Economics and Social Issues – Automation – Operation strategy and competitiveness – economy studies for Investment and replacement in Production Management.

UNIT – II

Design of the systems and procedures: Product Decision and Process Selection – Design of facilities.

UNIT – III

Design of Production, planning and control system – design on scheduling system – design of inventory system – design of maintenance system.

UNIT – IV

Productivity Techniques – Application of quantitative models for production planning and control – process charts, network analysis.

UNIT – V

Human aspects of production management – Methods of improving business process Reengineering - synchronous manufacturing – production planning and financial planning.

Books for reference

1. Chase and O' Aulano – Production and Operations Management
2. J.D. Radford and D.B. Richardson Oriver W. Wight – The Management of Production and Inventory Management in Computer area
3. Powell Niland – Production Planning, Scheduling and Inventory control
4. Floyd C. Mann and L. Richard – Automation and the worker Heffman
5. S.C. Agarwal – Maintenance Management
6. E. Leno J. Miller – Modern Maintenance Management Jerome W. Blood (ed)

INTEGRATED MATERIALS MANAGEMENT

UNIT – I

Introduction and basic concepts - Concept and significance of Integrated Materials Management Materials codification and computerization

UNIT – II

Materials planning and control - Inventory Planning and Control

Models – Theory and Practice ABC, VED and other classifications EOQ – Reorder point – Lead Time Analysis – Safety – Stocks – Q System – P System – S System. Materials Requirement Planning (MRP). Materials Problems in Indian Conditions and Inventory Audit and Inventory Audit and Information Systems.

UNIT – III

Purchasing - Fundamentals – Make or Buy – Source Selection – Vendor Rating – Value Analysis. Purchase Negotiations – Purchase Timing – Purchase Contracts – Purchase Insurance Purchasing Capital Goods, Seasonal Goods, Imported Goods. Deferred Payment Schemes – Lending Institutions – Leasing Trends. Governmental buying – D.G.S.&D – Evaluation of Purchase Performance.

UNIT – IV

Warehousing and stores- Location and Layout of Warehouses and stores – Different typical models. Stores Procedures and Records for Receipt, Inspection, Issue, Reorder checking – Kardex Stores Accounting.

UNIT – V

Miscellaneous topics- Practical problems in Management of Dead Stocks, Surplus stocks and scraps – Evaluation of Stores Performance. Materials Handling and Transportation Management Case Studies

Books for reference

1. P. Gopalakrishnan, Purchasing and Materials Management, Tata McGraw Hill Publishing Company Ltd.
2. A.K. Datta – Integrated Materials Management A Functional Approach – Prentice Hall of India P. Ltd.
3. M.S. Sandilya and P.Gopalakrishnan–Inventory Management:Text and Cases -macmillan Indian td.
4. M.D. Patel, A. Chunawalla and D.R. Patel – Integrated Materials Management (Concepts & Cases) – Himalaya Publishing House.