

**KONGU ENGINEERING COLLEGE, PERUNDURAI, ERODE – 638 052**  
**(Autonomous Institution affiliated to Anna University of Technology, Coimbatore)**

**P.G. DEGREE IN MASTER OF BUSINESS ADMINISTRATION**

**CURRICULUM**

(For the candidates admitted from academic year 2011– 12 onwards)

**SEMESTER – I**

Course Code	Course Title	Hours / Week			Credit	Maximum Marks		
		L	T	P		CA	ESE	Total
	<b>THEORY</b>							
11MB101	Value Based Management	3	0	0	3	50	50	100
11MB102	Organizational Behaviour	3	0	0	3	50	50	100
11MB103	Data Analysis For Decision Making	3	1	0	4	50	50	100
11MB104	Managerial Economics	3	0	0	3	50	50	100
11MB105	Financial and Management Accounting	3	1	0	4	50	50	100
11MB106	Legal Aspects of Business	3	0	0	3	50	50	100
	<b>PRACTICAL</b>							
11MB107	Business Application Software Laboratory	0	0	4	2	50	50	100
11MB108	Business Communication Laboratory	0	0	4	2	50	50	100
<b>Total</b>					<b>24</b>			

L – Lecture, T – Tutorial, P – Practical

CA – Continuous Assessment, ESE – End Semester Examination

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**SEMESTER – II**

Course Code	Course Title	Hours / Week			Credit	Maximum Marks		
		L	T	P		CA	ESE	Total
	<b>THEORY</b>							
11MB201	Applied Operations Research	3	1	0	4	50	50	100
11MB202	Marketing Management	3	0	0	3	50	50	100
11MB203	Financial Management	3	0	0	3	50	50	100
11MB204	Human Resource Management	3	0	0	3	50	50	100
11MB205	Production and Operations Management	3	0	0	3	50	50	100
11MB206	Management Information System	3	0	0	3	50	50	100
	<b>PRACTICAL</b>							
11MB207	Operations Management Laboratory	0	0	4	2	50	50	100
<b>Total</b>					<b>21</b>			

L – Lecture, T – Tutorial, P – Practical

CA – Continuous Assessment, ESE – End Semester Examination

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**SEMESTER – III**

Course Code	Course Title	Hours / Week			Credit	Maximum Marks		
		L	T	P		CA	ESE	Total
	<b>THEORY</b>							
11MB301	Strategic Management	3	0	0	3	50	50	100
	Elective - I	3	0	0	3	50	50	100
	Elective – II	3	0	0	3	50	50	100
	Elective – III	3	0	0	3	50	50	100
	Elective – IV	3	0	0	3	50	50	100
	Elective – V	3	0	0	3	50	50	100
	Elective – VI	3	0	0	3	50	50	100
	<b>PRACTICAL</b>							
11MB302	Mini Project Work	NA	NA	NA	2	50	50	100
11MB303	Business Planning and Simulation Laboratory	0	0	4	2	50	50	100
<b>Total</b>					<b>25</b>			

L – Lecture, T – Tutorial, P – Practical

CA – Continuous Assessment, ESE – End Semester Examination, NA – Not Applicable

Mini Project Work has to be carried out for 4 weeks during the break between II and III semesters. It can be an organizational study or a directed study by the supervisor.

A student has to specialize in two functional areas by selecting 4 elective courses in one functional area and 2 elective courses in the other functional area.

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**CURRICULUM**

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**SEMESTER – IV**

Course Code	Course Title	Hours / Week			Credit	Maximum Marks		
		L	T	P		CA	ESE	Total
	<b>THEORY</b>							
11MB401	Application of Research Methods in Management	3	0	0	3	50	50	100
11MB402	International Business Management	3	0	0	3	50	50	100
	<b>PRACTICAL</b>							
11MB403	SPSS Laboratory	0	0	4	2	50	50	100
11MB404	Major Project Work	NA	NA	NA	12	100	100	200
<b>Total</b>					<b>20</b>			

Total credits for the programme: **90**

L – Lecture, T – Tutorial, P – Practical

CA – Continuous Assessment, ESE – End Semester Examination, NA – Not Applicable

The two theory courses (11MB401 and 11MB402) and the practical course (11MB403) will be conducted during the first two months of the semester. Then students will take up 11MB404 -Major project work.

### LIST OF ELECTIVE COURSES

Course Code	Course Title
	<b>FINANCE</b>
11MB011	Commercial Bank Management
11MB012	Financial Derivatives
11MB013	Insurance and Risk Management
11MB014	International Financial Management
11MB015	Merchant Banking and Financial Services
11MB016	Mergers, Acquisitions and Restructuring
11MB017	Project Finance
11MB018	Security Analysis and Portfolio Management
11MB019	Working Capital Management
	<b>HUMAN RESOURCE</b>
11MB021	Industrial Relations and Labour Welfare
11MB022	Labour Legislation
11MB023	Managerial Behavior and Effectiveness
11MB024	Organizational Change and Intervention Strategy
11MB025	Performance Management
11MB026	Strategic Human Resource Management and Development
11MB027	Stress Management
11MB028	Training and Development
11MB029	Wage and Salary Administration
	<b>MARKETING</b>
11MB031	Advertising and Promotion Management
11MB032	Brand Management
11MB033	Consumer Behaviour
11MB034	Customer Relationship Management
11MB035	Managing Distribution Channels
11MB036	Retail Management
11MB037	Rural Marketing
11MB038	Sales Management
11MB039	Services Marketing

<b>Course Code</b>	<b>Course Title</b>
	<b>SYSTEMS</b>
11MB041	Business Application Development using Web Technologies
11MB042	Data Warehousing and Data Mining
11MB043	Database Management System
11MB044	Decision Support System
11MB045	E – Commerce
11MB046	Enterprise Resource Planning
11MB047	Knowledge Management
11MB048	Software Testing
11MB049	Software Project and Quality Management
	<b>OPERATIONS</b>
11MB051	Advanced Optimization Techniques
11MB052	Business Process Re-Engineering
11MB053	Information Technology in Operations
11MB054	Lean Manufacturing
11MB055	Total Quality Management
11MB056	Operations Control
11MB057	Purchasing and Materials Management
11MB058	Service Operations Management
11MB059	Supply Chain and Logistics Management
	<b>BANKING MANAGEMENT</b>
11MB061	Management of Banks and Financial Institution.
11MB062	Banking Technology Management.
11MB063	Legal & Regulatory Aspects of Banking.

## 11MB101 VALUE BASED MANAGEMENT

3 0 0 3

### Objective:

To expose the students to the theory and the practice of management

To develop their own framework for analyzing and understanding management as well as exploring and developing their own personal philosophy of management.

### MODULE – I

15

Management Overview: Evolution of Management- Process of Management - Management Roles – Quality Gurus –Social Responsibility & Ethics-Globalization.

Planning: Meaning and Purpose of Planning- Steps in Planning- Types of Plans – Objectives - Management by Objectives (MBO) – Strategies, Policies & Planning Premises

### MODULE – II

18

Decision Making: Process and Fundamentals- Steps in Decision Making- Types of Decision

Organizing: Meaning and Structure-Departmentation- Authority and Span of Control-Delegation and Decentralization- Line and Staff Relationship.

Staffing: Sources of recruitment, Selection Process – Performance Appraisal - Training and Development – Managing Change.

### MODULE – III

12

Leading: Concepts and Theories— Team & Group Decision Making - Communication

Controlling – Control Process – Controlling Techniques-overall and preventive control

**TOTAL:45**

### REFERENCE BOOKS

1. Koontz Harold., and Weihrich Heinz., “Essentials of Management: An International Perspective”, Tata McGraw Hill, 8<sup>th</sup> Edition.
2. Anil Bhat, and Arya Kumar., “Management – Principles, Processes and Practices”, Oxford University Press, 2008
3. Robbins., and Coutter., “Management”, Prentice Hall India, 2006.
4. Stoner., Freeman., and Gilbert., “Management”, Prentice Hall India, 2007.
5. Hellriegel., Jackson., and Slocum., “Management A Competency – Based Approach”, Thomson South – Western, 2007.
6. P C Tripathi and P N Reddy., “Principles of Management”, Fourth Edition, Tata McGraw Hill, New Delhi,.

## 11MB102 ORGANIZATIONAL BEHAVIOUR

3 0 0 3

### Objective:

This course will enable students to understand contemporary organizational behavior theories.

They can demonstrate effective individual and team work behaviours

It will help them evaluate methods of motivating and rewarding individuals and group and by extension integrate individual, group and organizational level concepts

### MODULE – I

15

Introduction to OB : Meaning & Importance of OB- Disciplines Contributing to Organizational Behaviour - Challenges and opportunities for OB- Personality –Its determinants, attributes, traits – Tests - Values & attitudes, Perception – Factors Influencing – Link between Perception and Individual Decision making

Motivation and Group : – Motivation - Basic Concepts-Motivation Theories - Group Dynamics and Team Management -Types of Groups, Group Norms and Cohesiveness: Group Roles,– Group Decision making Techniques.

### MODULE – II

15

Organisational Culture : Organizational Culture- Elements of Organizational Culture-Organizational Culture and Performance-Changing and Strengthening Culture-Organizational Socialization-matching people with culture Employment Relation: Conflict Process, Sources of Conflict-Structural approach to Conflict Management-Resolving conflict through Negotiation

### MODULE - III

15

Organizational Dynamics : Organizational Change- Forces for change, managing resistance to change - Organization Development - Organizational Careers-Theories of Learning - Behaviour modification-Contingent Workforce-Power and Politics in Organization – Leadership and Communication Stress : Work Stress-Cause and Consequences-Stress Management.

**TOTAL:45**

### REFERENCE BOOKS

1. Robbins, Stephen.P., “Organizational Behaviour”, Prentice Hall India, 2007.
2. Mcshane L. Steven., Von Glinow Mary., and Ann Sharma R. Radha., Mcshane L. Steven Von Glinow Mary Ann Sharma R. Radha., “Organizational Behaviour”, Tata McGraw Hill, 2006.
3. Sekaran Uma., “Organizational Behaviour”, Tata McGraw Hill, 2006
4. Hellriegel & Slocum., “Organizational Behaviour”, Thomson South Western, 2004.
5. Luthan, Fred., “Organizational Behaviour”, Tata McGraw Hill, 2007.



## 11MB103 DATA ANALYSIS FOR DECISION MAKING

3 1 0 4

### Objective:

The objective of this course is to analyze data using statistical techniques such as hypothesis testing and regression estimation.

The course will cover hypothesis testing methods, probability, regression and correlation methods.

At the end of the course participants should be able to decide how to analyze the data collected and draw conclusions from the analyses to aid decision making.

### MODULE – I

20

Data and Descriptive Statistics: Data Sets – Sources of Data – Qualitative and Quantitative Data – Scales of measurement– Frequency & relative frequency distributions – Cumulative frequency and cumulative relative frequency distribution.

Descriptive Statistics: Measures of Central Location – Mean, Median, Mode, Percentiles and Quartiles – Measures of Variability – Range, Inter-quartile Range, Variance and Standard Deviation.

### MODULE – II

23

Probability and Distributions: Experiment and Sample Space – Events and Operations with Events – Probability of an Event – Basic Probability Rules-Bayes’ Rule – Binomial Distribution – Poisson Distribution-Normal Distribution.

Sampling and Testing of Hypothesis: Introduction to sampling distributions – Sampling distribution of mean and proportion – Hypothesis testing: one sample and two sample tests for means and proportions of large samples (Z-test) – one sample and two sample tests for means of small samples (t-test) – F-test for two sample standard deviations – Chi-square tests for independence of attributes and goodness of fit.

### MODULE – III

17

Non-Parametric Methods: Sign test for paired data – Rank sum test: Mann – Whitney U test and Kruskal Wallis test – One sample run test.

Correlation and Regression Analysis: Correlation - Types of Correlation – Scatter Diagrams – Rank correlation – Regression – Regression coefficients – Estimation of Two Regression lines.

**TOTAL: 60**

### REFERENCE BOOKS

1. Gupta, S.P, “Statistical Methods”, Sultan Chand & Sons, 2006
2. Beri, G.C, “Business Statistics”, Tata McGraw Hill, New Delhi, 2005.
3. Levin R.I and Rubin .D.S., “Statistics for Management”, Seventh Edition, Prentice Hall of India, New Delhi,.
4. Ronald E. Walpole., Raymond H. Myers., Sharon L. Myers and Keying Ye., “Probability and Statistics for Engineering and Scientists”, Pearson Education, New Delhi, 2004.
5. Hooda, P.R, “Statistics for Business and Economics”, Tata McGraw Hill, New Delhi, 2007.

## 11MB104 MANAGERIAL ECONOMICS

3 0 0 3

### Objectives

- To help students understand the fundamental economic principles that influence managerial decisions
- To outline the Microeconomic concepts like Demand, Supply, Production, Costs and Market Structures
- To introduce the basic concepts in Macro Economics that have an impact on the business environment

### MODULE – I

15

Basic Concepts and Principles: Definition and Scope of Economics, Types of Economic Analysis, Managerial Economics, Economic Principles.

Theory of Firms: Introduction, Forms of Ownership, Profit Maximization Theory.

Demand and Supply Analysis: Demand - Law of Demand, Supply - Law of Supply, Market Equilibrium, Consumer Choice and Preference, Consumer Surplus, Elasticity of Demand.

### MODULE – II

15

Theory of Production and Cost: Production Theory, Types of Inputs, Production Functions and Types, Isoquants, Producer's Equilibrium, Return to Scale.

Cost Concepts: Costs – Types, Average and Marginal Costs in the Short Run and Long run, Break Even Analysis, Economics of Scale

Market Structures: Types of Market Structures and its Characteristics, Perfect Competition - Short Run and Long Run Equilibrium, Monopoly – Reasons and Types, Price Discrimination, Monopolistic Competition, Oligopoly and Duopoly - Price Output Decisions.

### MODULE – III

15

Macroeconomic Concepts: Macro Variables, Circular Flow of Income, National Income and its Measurement, Fiscal and Monetary Policies.

Money Supply and Inflation: Demand and Supply of Money, Inflation, Cause and Measuring of Inflation.

Business Cycles: Features and Phases of Business Cycles, Concepts of Multiplier and Accelerator, Causes, Effects and Controlling Business Cycles.

**TOTAL:45**

### REFERENCE BOOKS

- 1 Geetika, Piyali Ghosh and Purba Roy Choudhury, "Managerial Economics", Tata McGraw Hill, New Delhi, 2010
- 2 Christopher, Thomas, and Charles Maurice, "Managerial Economics", Tata McGraw Hill, New Delhi, 2006
- 3 Mankiw, "Principles of Economics", Thomson Learning, 2006
- 4 Saelson, and Nordhaus, "Economics", Tata McGraw Hill, 18<sup>th</sup> Edition 2007
- 5 Ahuja, HL, "Economic Environment of Business", S.Chand, 2005
- 6 Paul Keat and Philip Young, "Managerial Economics", Pearson Education, Nov 2008

## 11MB105 FINANCIAL AND MANAGEMENT ACCOUNTING

3 1 0 4

### Objective:

- To understand and appreciate the concept of Financial Accounting.
- To enable the students to analyze & interpret in the Financial Statements.
- To understand the concept of Cost Accounting
- To familiarize the students with the various tools of management accounting.

### MODULE – I

20

Introduction to Accounting: Meaning of Accounting – Branches of Accounting – Objectives of Accounting – Fundamental Concepts – Principles and rules of Accounting – Classifications of Accounts.

Basic Accounting Cycles: Journal, Ledger, Trial Balance, Trading Account, Profit and Loss Account and Balance Sheet

Cost Accounting: Cost Accounting – Meaning and Objectives – Classification of Cost – Elements of Costs – Preparation of Cost Sheet.

### MODULE – II

20

Financial Statements-Characteristics, Limitations-Financial Statement Analysis- Ratio Analysis-Fund Flow Statement & Cash Flow Statement-Meaning and Concepts of Fund Flows and Cash Flows-Preparation and Interpretation of Fund Flow Statement & Cash Flow Statement

### MODULE – III

20

Budgetary Control: Budgetary Control – Types of Budgets – Cash Budget – Functional Budgets – Flexible Budget – Preparation and Interpretation.

Marginal Costing: Marginal Costing – Cost Volume profit Analysis – Break Even Analysis – Application of Marginal Costing Techniques to Managerial Decision Making

**TOTAL: 60**

### REFERENCE BOOKS

- 1 S.N.Maheswari, S.K.Maheswari., “A Text Book of Accounting for Management”, Vikas Publishing House Pvt Ltd., 2007.
- 2 Ramachandran Ram Kumar Kakani, N., “Financial Accounting for Management”, Tata McGraw Hill, 2007.
- 3 Khan, M Y., and Jain, P.K., “Management Accounting – Text, Problems & Cases”, Tata McGraw Hill, 2008.
- 4 Muherjee, M. Hanif., “Financial Accounting “Tata McGraw Hall, 2007.
- 5 Horngren., Sundem., and Stratton., “Introduction to Management Accounting”, Prentice Hall India, 2006.

## 11MB106 LEGAL ASPECTS OF BUSINESS

3 0 0 3

### Objective:

To introduce the elements of some legal enactments which are used in business and management.

To appreciate the legal environment for management.

To enable the students to acquaint with the legal cases.

To enable them to legally examine practical problems arising during the course of business and management

### MODULE – I

24

Law of Contract – Meaning and Essentials of a Valid Contract – Proposal and Acceptance – Consensus Ad Idem, Free Consent, Capacity – Consideration – Performance of Contract – Discharge & Remedies for Breach.

Law of Sale of Goods – Definition and Essentials of a Contract of Sale – Goods and their Classification – Price – Passing of Property in Goods – Transfer of Title by Non Owners – Performance – Unpaid Seller and his Rights – Remedies for Breach.

### MODULE – II

10

Negotiable Instruments Act – Concept of Negotiable Instruments and its Importance – Definition of Promissory Note, Cheque and Bill of Exchange – Holder for Value and Holder in Due Course – Types of Negotiation– Rights and Duties of Collecting and Paying Bankers – Forgery.

Law of Partnership – Concept and Formation of Partnership – Kinds of Partners – Legal Relations Between Partners – Rights of Incoming and Outgoing Partners – Retirement and Expulsion – Dissolution of Firm.

### MODULE – III

11

Companies Act – Incorporation – Types of Companies – Articles and Memorandum of Association – Prospectus – Borrowing Powers of the Company – Board of Directors – Auditors – Meetings.

Consumer Protection Act 1986 – Object and Scope – Definitions – Rights of Consumers – Remedies Available to Consumers. An introduction to the IT Act.

**TOTAL: 45**

### REFERENCE BOOKS

- 1 Kapoor, N D., “Elements of Mercantile Law”, Sultan Chand & Sons, 2006.
- 2 Tulsian, P C., “Business Law”, Tata McGraw Hill, 2000.
- 3 Akhileshwar Pathak., “Legal Aspects of Business”, Tata McGraw Hill, 2006.
- 4 Gulshan, S S., “Mercantile Law”, Excel Books, 2003.
- 5 Bose, D. Chandra,” Business Law”, PHI Learning Private Limited, 2006.

## 11MB107 BUSINESS APPLICATION SOFTWARE LABORATORY

0 0 4 2

### Objective:

- Understand The Basic and Advanced Features of Tally
- Learn to Process Simple Transactions, Set Up Related Accounts And Prepare Financial Reports.
- Learn to Design, Set Up And Manage Accounting Systems For Trading Organizations Using Tally and Learn To Manage Inventory.

### MODULE – I

20

Word: Create – Modify Word Document – Create and Modify Tables – Mail Merge – Generate Tables.

Power Point: Creating Presentation – Hyperlink – Apply Design Template – Slide Transitions – Custom Animation.

Excel: Create – Modify Spreadsheet – Computation in Cells – Summary Function – Conditional Formats – Sort – Data Filter Create Graph and Charts – Modify Charts.

### MODULE – II

20

Introduction To Tally – Accounts Configuration – Accounting Masters – Company Creation – To Select, To Alter, To Delete A Company – Function Keys – F11 Features.

Ledger Creation – Groups Creation – Display, Altering, Deleting – Multiple Ledger – Cost Categories.

Vouchers In Tally – Vouchers Entry – Configuring – Predefined Vouchers – Types – Receipt, Payment, Purchase, Sales, Journal, Contra Vouchers

### MODULE – III

20

Trading And Profit & Loss A/C, Trial Balance, Balance Sheet, Ratio Analysis, Fund Flow, Cash Flow Statements.

Inventory Information – Stock Groups, Stock Categories – Stock Items – Voucher Types – Units Of Measurements – Internet Connectivity Requirements – Report As Email Attachment

Payroll – Steps To Generate A Pay Slip – Pay Head – Employee Group – Salary Details – Payroll Voucher – Payroll Reports.

**TOTAL:60**

### REFERENCES

- 1 Narmata Agarwal, Dream Tech Press, “Financial Accounting on Computer Using Tally”
- 2 Kogent Solutions , Wiley India, “Tally 9 in Simple Steps”
- 3 Vikas Gupta, Dream Tech Press, “Comdex Computers and Financial Accounting with Tally 9.0”
- 4 [www.tallyworld.com](http://www.tallyworld.com)
- 5 [www.antraweb.com](http://www.antraweb.com)

## 11MB108 BUSINESS COMMUNICATION LABORATORY

0 0 4 2

### Objective:

- To have relevant language skills and to prepare and deliver effective oral and written communication for business situations.
- To apply business communication strategies and principles and succeed in international business and commerce.
- Facilitate them to communicate globally with confidence.
- To enhance gaining a stronger sense of self-esteem, greater motivation and better understanding of communication.
- To have a great advantage in the jobs market and much greater flexibility if one wants to work abroad

### MODULE – I

20

**Focus on Language:** Business vocabulary, word formation, pronunciation – Sentences - Tenses - Concord – Discourse marker - Connectives, Clause

**Reading:** Understanding short, real world notices, messages, etc – detailed comprehension of factual material; skimming and scanning skills – detailed factual information – gist and specific information – grammatical accuracy and understanding of text structure / error identification – interpreting visual information – vocabulary and structure

### MODULE – II

20

**Writing:** Arranging appointments – asking for permission – giving instructions – apologizing and offering compensation – reassuring – describing – summarizing – recommending – persuading - making or altering reservation – dealing with requests – giving information about a product – short memos, e-mail, fax, letters, notices, reports etc.

### MODULE – III

20

**Listening:** Specific information – short conversations – monologues – short telephonic conversations – interview discussion – presentation

**Speaking:** Short conversation– general interaction and social language – mini presentation on a business theme – organizing a larger unit of discourse – giving information and expressing opinions, speculating – two way conversation / discussion – talking about present circumstances, past experiences and future plans – expressing and justifying opinions – agreeing and disagreeing – comparing and contrasting.

**TOTAL : 60**

### REFERENCE BOOKS

- Jones, Leo., Richard Alexander., “New International Business English”, Updated Edition, Cambridge University Press, 2004
- Jones, Leo., “Working in English”, Cambridge University Press, 2007
- Brook-Hart, Guy, Norman Whitby., “Business Benchmark”, Cambridge University Press, 2007
- Cambridge BEC Preliminary and Vantage Examination papers from Cambridge ESOL.

## 11MB201 APPLIED OPERATIONS RESEARCH

3 1 0 4

### Objective:

- To identify and define problems pertaining to business situations
- To quantify the problem parameters and translate them into suitable mathematical models
- To understand the applications of important OR techniques

### MODULE – I

22

Decision Model: Definition of Decision Models and Decision variables - Steps involved in Decision Modeling - Possible Problems in Developing Decision models -Types of OR Models

Linear Programming: Model formulation- Graphical method - Simplex method - Big M method - Application of LP in Management.

Transportation and Assignment models

Initial solutions using North - West Corner Method, Least Cost Method and Vogel's Approximation Method - Optimal Solutions by Modified Distribution Method - Assignment Problems – Hungarian method.

### MODULE – II

18

Sequencing: Sequencing of 'n' jobs and '2' machines – Johnson's rule - 'n' jobs and '3' Machines - 'n' jobs and 'm' machines – 2 jobs and 'n' machines.

Project management: Constructing network- CPM vs. PERT, finding critical path, calculating floats, PERT analysis, crashing network (time-cost tradeoff).

### MODULE – III

20

Waiting Line Models: Structure of waiting line system - Queuing models - Single channel waiting model with poisson arrivals and exponential service times – Single server model – infinite population & finite population – Two server infinite population model.

Replacement theory: Replacement Policy for Equipment which Deteriorates gradually (without time value of money) - Replacement of items that fail suddenly.

Decision Theory: Decision making under risk - EMV approach - Decision Trees, Decision making under uncertainty.

**TOTAL: 60**

### REFERENCE BOOKS

- Sharma, J.K., "Operations Research - Theory and Application", Macmillan India, 2008.
- Paneerselvam, R., "Operations Research", PHI Learning Private Limited, 2009.
- Vohra, N.D., "Quantitative Techniques in Management", TMH Publishing Co.Ltd, 2007.
- Taha, Hamdy A., "Operations Research – An Introduction", Pearson Education, 2006.
- Anderson, David R., Sweeney, Dennis J. and Williams, Thomas A. "Introduction to Management Science", Thomson Learning, 2007.

## 11MB202 MARKETING MANAGEMENT

3 0 0 3

### Objectives

- To introduce the concept of marketing management theory and practices
- To understand the environment of marketing to develop a feasible marketing plan
- To understand the concept of market segment, Targeting and Positioning
- To evaluate the process of product development Life Cycle and its strategic need
- To have an knowledge of integrated marketing communication process
- To understand the aspects of global marketing environments and E-Marketing

### MODULE – I

15

Marketing: Definition –Marketing Concept — Marketing Mix – Customer Relationship - Strategic Market Planning – Value Delivery - Measuring Return on Marketing Investment - Marketing Environment – Macro and Micro Environmental Forces

Managing Marketing Information Systems - Marketing Research and Analysis – Consumer and Business Markets Buyer Behavior – Model of Consumer Behavior

Designing a Customer-Driven Marketing Strategy and Marketing Mix – Segmentation, Targeting, and Positioning (STP)

### MODULE – II

15

Product Management - Types of Product -Product Mix – Branding – Packaging and Labeling - New Product Development and Product Life Cycle – Pricing – Pricing Mix – Pricing Strategies.

Marketing Channels – Nature and Importance – Supply Chain Management – Channel Design and Management Decisions – Retailing and Wholesaling Distribution

Integrated Marketing Communications – Communication process – Promotion Mix – Advertising – Sales Promotion – Public Relations – Personal Selling – Direct Marketing – Online Marketing - Product Vs Services Marketing – Rural Marketing

### MODULE – III

15

Marketing Strategy - Competitor Analysis - Competitive Strategy – Focusing Customer and Competitor – Marketing Implementation and Control – Evaluation – Focus on Technology – E-Marketing Domains and E-Commerce

Global Marketing – Marketing Environments – Managing Global Marketing Mix - Social, Ethical and Legal Aspects of Marketing – Preparing a Marketing Plan

**TOTAL: 45**

### REFERENCE BOOKS

- 1 Philip Kotler, Gary Armstrong, "Principles of Marketing, 12th Edition" Prentice Hall, 2008
- 2 Philip Kotler, Gary Armstrong, Prafulla Y. Agnihotri, Ehsan ul Haque "Principles of Marketing: A South Asian Perspective", Pearson Prentice Hall, New Delhi, 2010
- 3 Ramaswamy, V.S and Namakumari. S, "Marketing Management Global Perspective: Indian Context", Macmillan Publishers India Ltd, New Delhi, 2009
- 4 William M. Pride and O.C. Ferrell, "Marketing Concepts and Strategies", Houghton Mifflin Company, 2007
- 5 Kotler, Philip, "Marketing Management-Analysis, Planning, Implementation and Control", Prentice Hall, New Delhi
- 6 Majumdar, Ramanuj, "Product Management in India", Prentice Hall, New Delhi, 2007



- 7 Mc Carthy, E. Jenome and William D Perreault Jr, “Basic Marketing - Managerial Approach”, Mcgraw-hill-irwin
- 8 Stanton, William J., and Charles Futrell, “Fundamentals of Marketing”, McGraw Hill Publishing Co., New York.
- 9 Srinivasan,R, “Case Studies in Marketing: The Indian Context”, prentice Hall, New Delhi, 2000

## 11MB203 FINANCIAL MANAGEMENT

3 0 0 3

### Objective:

- To understand and appreciate the concepts of Financial Management.
- To understand, analyze and interpret financial problems and to identify appropriate solution.
- To understand the significance of COC for deciding the Capital Structure.
- To evaluate the implication of financial decisions for shareholders and the company.

### MODULE – I

15

Financial Management: Scope, Functions, Goals, Time Value of Money, Future Value and Present Value of Money.

Principles and Nature of Capital Budgeting, Identifying Relevant Cash Flows - Evaluation Techniques: Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Profitability Index - Comparison of DCF Techniques, Project Selection Under Capital Rationing.

### MODULE – II

15

Concept of Cost of Capital, Measurement of Specific Costs and Overall Cost of Capital. Financial and Operating Leverage, Indifference Point - Capital Structure Theories, Factors Determining Capital Structure.

### MODULE – III

15

Dividend Theory, Dividend Policy, Determinants of Dividend Policy, Forms of Dividend.

Principles of Working Capital; Concepts and Need, Operating Cycle Calculations, Determinants of Working Capital, Estimation of Working Capital.

**TOTAL:45**

### REFERENCE BOOKS

- Pandey, I M., “Financial Management”, Tenth Edition, Vikas Publishing House, New Delhi, 2010.
- S.N.Maheshwari., “Financial Management Principles and Practice” Ninth Edition, Sultan Chand & Sons, New Delhi, Thirteenth Revision & Enlarged Edition - 2007
- Khan, M Y and Jain, P K., “Financial Management: Text, Problems and Cases”, Fifth Edition, Tata McGraw-Hill, New Delhi, 2007.
- Chandra, Prasanna., “Financial Management: Theory and Practice”, Fourth Edition, Tata McGraw-Hill, New Delhi, 2007.
- Dr.P.C.Tulsain, “Financial Management” First Edition, S.Chand and Company Ltd, New Delhi, 2009.

## 11MB204 HUMAN RESOURCE MANAGEMENT

3 0 0 3

### Objective:

- Helps to understand the nature , scope and functioning of Human Resource Management .
- To understand HR Administration and Employees Development.
- To understand Industrial Relations, Employee Motivation and Retention Process.

### MODULE – I

15

Nature and Scope of Human Resource Management - Objectives and Functions of HRM, Models of HRM, HRM in a Changing Environment, Role of Globalization in Human Resource Management.

Human Resource Planning - Job analysis – Job description – Job specification – Recruitment – Selection – Process, Methods, use of tests in selection – Induction - Placement

### MODULE – II

15

Wage and Salary administration - Principles and techniques of wage fixation, job evaluation, incentive schemes.

Need for Training, Objectives, Approach, Training methods, Management development: Scope, Objectives, Methods -Performance Appraisal - Process, Methods, factors that distort appraisal, methods to improve performance, Performance management process, Performance Appraisal Vs. Potential Appraisal.

### MODULE – III

15

Morale-importance of morale - employee attitudes, behavior, Their impact on employee productivity. Employee Motivation methods - Empowerment –Process – Benefits.

Work environment - terms and conditions of employment – fatigue – safety – accident prevention, accident records – Industrial Relations - HR outsourcing – HRIS – Management of Turnover and retention – workforce rationalization – managing separation – Employee Retention.

**TOTAL :45**

### REFERENCE BOOKS

- V.S.P. Rao., “Human Resource Management”, Excel Books, New Delhi, Second Edition.  
Biswajeet Pattanayak. “Human Resource Management”, Prentice Hall of India, 2008.  
Aswathappa. “Human Resource Management”, Tata McGraw Hill, New Delhi, 2009.  
Robert L. Mathis and John H. Jackson., “Human Resource Management”, Thomson Publications, Tenth Edition.  
Bernardin, H, John. “Human Resource Management – An experiential Approach”, Tata McGraw Hill, 2004.

## 11MB205 PRODUCTION AND OPERATIONS MANAGEMENT

3 0 0 3

### Objective:

- To familiarize students with Operations terminology and concepts.
- To provide competence in the use of different tools and techniques used in Production Management.

### MODULE – I

15

Evolution – Functions of Production Management– Inter-relationship between Production and Other Functions. Production Systems: Job Shop, Batch, Mass Production, Continuous Flow – Characteristics - Techniques Used in Product Design: Standardization, Modular Design, CAD / CAM, Concurrent Engineering, Value Engineering

Aggregate Planning: Definition, Strategy and Techniques- Capacity Planning.

Facility Location: Factors Affecting Decision, Break-even Analysis, Simple Median Model, Centre of Gravity Model, (Problems).

Facility Layout: Product, Process Layout, Cellular Lay Out, Fixed Position Lay Out, Characteristics and Merits of the Different Layouts.

### MODULE – II

15

Dependent Demand & Independent Demand : Selection of Forecasting Methods Quantitative Methods: Moving Average, Weighted Average, Exponential Smoothing With Trend (problem) – Causal Methods: Linear Regression (problem) - Qualitative Methods -- Forecasting Accuracy: MAD, Tracking Signal (problem)

Basic EOQ Model (problem), P System and Q System (problem) –Materials Requirements Planning (problem), BOM, MPS – MRP II / ERP – ABC Analysis (problem)

### MODULE – III

15

Time Study - Standard Time (Problem), MTM, Work Sampling (problem) – Line Balancing (problem) – Learning Curve (Problem) - Lean Manufacturing: 7 Wastes, JIT – Techniques: KANBAN, Single Piece Flow, SMED.

Need for controlling quality – Quality system – Classification of Quality Control Techniques: Control Charts Acceptance Sampling – Six Sigma

**TOTAL:45**

### REFERENCE BOOKS

- Chary, S N., “Production and Operations Management”, Third Edition, Tata McGraw-Hill, New Delhi, 2005.
- Panneerselvam., “Production and Operations Management”, Second Edition, PHI Learning Private Limited, 2008.
- Gaither, Norman and Frazier, Greg., “Operations Management”, Ninth Edition, Thomson Learning Inc., 2001.
- Bedi, Kanishka., “Production and Operations Management”, Second Edition, Oxford University Press, 2004
- Finch, Byron J., “Operations Now”, Third Edition, Tata McGraw-Hill, New Delhi, 2007.
- Chase, Richard B., Jacobs, F Robert., Aquilano, Nicholas J. and Agarwal, Nitin k., “Operations Management for Competitive Advantage”, Eleventh Edition, Tata McGraw-Hill, New Delhi, 2006.

## 11MB206 MANAGEMENT INFORMATION SYSTEM

3 0 0 3

### Objective:

- To create awareness in upcoming managers, of different types of information systems in an organization so as to enable the use of computer resources efficiently, for effective decision making.
- To understand various MIS operating in functional areas of an organization and explain its relationship with the various activities of the organization.
- To understand how MIS is developed and implemented for various levels in an organization.
- To explore the use of some common IS development tools.

### MODULE – I

15

Introduction to Information System – System Concepts – Trends– Types of Information System – Operations Support Systems – Management Support Systems – Strategic Information system and other classifications – Success and Failure with IT.

Strategic uses of Information Technology – Role of IT in Re-engineering – Functional Business Systems – Marketing – Manufacturing – Human Resource – Accounting – Financial Management Systems.

### MODULE – II

15

Enterprise System – Supply Chain Management– Customer Relationship Management Enterprise Resource Planning – E-commerce Business Models – Electronic Payment Systems.

Decision Support Systems – Group decision support system – What if Analysis – Sensitivity Analysis – Knowledge management system - Artificial Intelligence Technologies in Business – Expert Systems.

### MODULE – III

15

Developing Business System: System Development Life Cycle – Approaches: Water Flow – Prototype – Spiral – RAD – Incremental – System Analysis – System Design Tools: Data Flow Diagram – Context Diagram – Decision Table – Structured Diagram – System Implementation

**TOTAL: 45**

### REFERENCE BOOKS

1. O'Brien, James A., and M. Marakas, George., "Management Information Systems", 9<sup>th</sup> Edition Tata McGraw-Hill, 2010,
2. Laudon, Kenneth C. and Laudon, Jane P., "Essential of Management Information Systems", 8<sup>th</sup> Edition. Prentice Hall of India, 2010,
3. Laudon, Kenneth C. and Traver, Carol Guercio., "E-commerce", 5<sup>th</sup> Edition. Pearson Education, 2009,
4. Haag, Cummings and McCubrey., "Management Information Systems for the Information Age", 6<sup>th</sup> Edition, Tata McGraw-Hill, 2008,
5. Efram. G. Mallach. "Decision Support and Data Warehouse Systems", Tata McGraw – Hill, 2003.

## 11MB207 OPERATIONS MANAGEMENT LABORATORY

0 0 4 2

### Objective:

To provide hands on experience to the students on Decision Model Building in various functional areas of management by using spread sheets and operations research packages.

### MODULE – I 20

#### MS EXCEL:

Formating cells and ranges, working with list.

Worksheet functions.

Pivot Tables, Goals Seek, Scenario, Solver

### MODULE – II 20

#### OPERATIONS RESEARCH:

Linear Programming – Product Mix, Media Selection.

Transportation / Assignment – Distribution, Sales Force Management

#### OPERATIONS MANAGEMENT:

Inventory Models / MRP

Line Balancing

### MODULE – III 20

#### FINANCIAL MANAGEMENT:

Ratio Analysis

Break Even Analysis

Investment Appraisal Techniques

Decision Tree / Security Portfolio

**TOTAL:60**

### REFERENCE BOOKS

1. Stevenson, William J and Ozgur, Ceyhun., “Introduction to Management Science”, Tata McGraw Hill, New Delhi, 2007.
2. Paneerselvam, R., “Operations Research”, PHI Learning Private Limited, 2009.
3. Gaither, Norman and Frazier, Greg., “Operations Management”, Ninth Edition, Thomson Learning Inc., 2001.
4. Khan, M Y., and Jain, P.K., “Management Accounting – Text, Problems & Cases”, Tata McGraw Hill, 2007
5. Hillier, Frederick S and Hillier, Mark S., “Introduction to Management Science”, Second Edition, Tata McGraw-Hill, New Delhi, 2005.
6. Haag, Stephen. “I-Series, Microsoft Office XP”, Tata McGraw-Hill, 2003.

## 11MB301 STRATEGIC MANAGEMENT

3 0 0 3

### Objective:

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

### MODULE – I

15

Strategy – Strategic Management Process – Vision, Mission and Values; Intended, Emergent and Realized Strategies

Strategic Analysis: General Environment; PEST Analysis; Competitive Environment; Porter's Five Forces Model, The Value Net, Strategic Groups;

Internal Environment: Value Chain, SWOT Analysis; A Resource Based View – Resources, Competencies Core Competencies and Capabilities

### MODULE – II

15

Business level Strategies:

Generic Competitive Strategies; Cost Leadership, Differentiation and Focus Strategies, Resource Based Approach to Strategy Formulation, Industry Life Cycle.

Corporate Level Strategies:

Growth Strategies, Market Penetration, Product Development, Market Development and Diversification; Related Diversification, Unrelated Diversification;

Implementing Growth Strategies: Mergers, Acquisitions, Internal Development, Joint Ventures and Strategic Alliances;

Portfolio Analysis: BCG Matrix, GE – Mc Kinsey Matrix.

### MODULE – III

15

International Strategy: Organizational Factors, Environmental Factors, Goals of MNC, Sources of Competitive Advantage: Types of International Strategy:- Entry Mode Strategies, Porter's Diamond of Competitive Advantage; Challenges of Globalization.

Strategy Implementation :- Organizational Structures, Organizational Processes, Strategic Change; Strategic Leadership:- Leadership and Management; The Learning Organization; Impact of Leadership on Vision, Values & Culture, Leading Strategic Change

Establishing Strategic Controls, Balanced Score Card, Corporate Governance and Ethics

**TOTAL:45**

### REFERENCE BOOKS

1. Anthony Henry, "Understanding Strategic Management", Oxford University Press, New Delhi, 2008.
2. Pearce, Robinson and Mital, "Strategic Management Formulation, Implementation and Control", 10<sup>th</sup> Edition, Tata McGraw Hill, 2008.
3. Kazmi, Azhar, "Strategic Management and Business Policy", 3<sup>rd</sup> Edition, Tata McGraw Hill, 2009
4. Thomson, Strickland, Gamble and Jain, "Crafting and Executing - Strategy, Concepts & Cases", 14<sup>th</sup> Edition Tata McGraw Hill 2008.
5. Sukul Lomash and P K Mishra, "Business Policy and Strategic Management" Vikas Publishing House Pvt Ltd, 2009.

## 11MB011 COMMERCIAL BANK MANAGEMENT

3 0 0 3

### Objective:

- To introduce the concept of Banking and its growth in India.
- To make the students understand various types of deposits and advances and their management.
- To create awareness on the broad contours of export and import credit.
- To expose the students to the recent developments in banking in India.

### MODULE – I

15

Introduction to Banking Business: Role of banks, Brief History of Banking, RBI Act 1934 (Broad Frame Work), The Banking Regulation Act 1949 (Broad Frame Work), Rationale of Banking Sector Reforms, Basle Committee recommendations, Structure of banking sector in India.

Deposits: Banker Customer Relationship, Various Types of Deposits, DICGCI.

### MODULE – II

15

Loans and Advances: Types, Principles of Sound Lending, Methods of Granting Advances, Secured Advances, Modes of Creating Charges.

Classification of Advances: NPA Norms, Recovery of Advances.

Priority Sector Lending: Rationale of Priority Sector Lending, Different Segments of Priority Sector Advances.

Commercial Advances: Project Appraisal and Finance, Assessment of Working Capital Requirements, Bank Guarantees.

### MODULE – III

15

Export Credit: Introduction to UCPDC, Exports – Preshipment and Post – Shipment Credit, Import Financing, RBI Role in Promoting Export Credit, EXIM Bank, ECGC.

Recent Developments in Banking: Retail Banking, ATM, EFT, Tele Banking, Credit Cards, Debit Cards, Smart Cards, Risks in e-banking, Ancillary Business: Drafts, MT, TT, Safe Custody.

**TOTAL:45**

### REFERENCE BOOKS

1. Sethi, Jyostna, and Bhatia, Nishwan., “Elements of Banking and Insurance”, Prentice Hall of India, New Delhi, 2007.
2. Macdonald, Scott S, and Koch, Timothy W., “Management of Banking, Sixth Edition, Thomson Publishing, Singapore, 2007.
3. Fraser, Donald R, Gup, Benton E and Kolari, James W., “Commercial Banking, The Management of Risk”, Second Edition, John Wiley, New York, 2000
4. Rose, Peter S., “Commercial Bank Management”, Fifth Edition, McGraw Hill/Irwin, Boston, 2002.
5. Buzzell, David H., “Principles of Banking”, American Bankers Associations, New York, 2004.



## 11MB012 FINANCIAL DERIVATIVES

3 0 0 3

### Objective:

- To know about the derivative instruments in the financial market.
- To understand the concept of forward contract, futures contract, options and swap.
- To know about the commodity derivative instruments in India.
- To understand the role of stock exchanges in derivative markets.

### MODULE – I

15

Derivatives: Definition, Types, Evolution of Derivatives Market in India, Regulations, Framework, Forward Contracts, Futures Contracts, Options, Swaps, Differences between Cash and Future Markets, Types of Traders, OTC and Exchange Traded Securities. Exchange Trading in Derivatives, Commodity Futures, Types of Settlement, Uses and Advantages of Derivatives.

### MODULE – II

15

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

### MODULE – III

15

Options: 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.(Only Therotical Aspects).

SWAP: Definition of SWAP, Interest Rate SWAP, Currency SWAP, Role of Financial Intermediary, Warehousing, Valuation of Interest rate SWAPs and Currency SWAPs, Bonds and FRNs, Credit Risk. (Only Therotical Aspects).

**TOTAL:45**

### REFERENCE BOOKS

1. Hull, John C., "Options, Futures and other Derivative Securities", Prentice Hall of India Ltd, New Delhi, 2008.
2. Kumar, S S S., "Financial Derivatives", Prentice Hall of India Ltd, New Delhi, 2007.
3. Strong, Robert A., "Derivatives An Introduction", Thomson Publishing, Singapore, 2007.
4. Gupta S.L., "Financial Derivatives, Theory, Concepts and Problems," Prentice Hall of India Ltd, New Delhi, 2007
5. Parasuraman N.R, "Fundamentals of Financial Derivatives," Wiley India, New Delhi.

**Objective:**

- To understand the nature of Risk and Risk Management Process.
- To know about the various types of Insurance.
- To understand the functions and organizations of Insurers.

**MODULE – I****15**

Risk Management: Importance, Concept of Risk - Business Risk: Meaning, Nature, Causes and Types - Methods of Handling Risks, Enterprise Risk Management.

Insurance: Purpose, Benefits, Insurer's Functions, underwriting in insurance, Functions, Importance, Principles, Nature, Types -Fundamentals of Insurability, IRDA regulations, Private players in Indian Insurance Industry, Classification of Insurance.

**MODULE – II****15**

Life Insurance: Essential features, Advantages and Types of Life Insurance Plans.

Fire Insurance: Underlying Principles, Types of Fire Policies, Assignment of fire Policy, Settlement of Claims.

Marine Insurance: Scope, Contracts, Fundamental Principles, Policies, Types of Marine Losses, Important Clauses.

Motor Vehicle Insurance: Taxonomy of Motor Vehicles, Policies, Servicing, Settlement of Claims.

**MODULE – III****15**

Health Insurance: Types of Policies, Health Insurance schemes in India.

Miscellaneous Insurance: Fidelity Guarantee, Property, Building, Earthquake, Flood, Burglary, Cattle, Engineering, Crop Liability.

Insurance Pricing: Objectives, Rating Methods, Reinsurance, Calculation of Premium, Methods of Loading, Classification of Expenses, Payments of Premium, Rate Making.

Indian Insurance Industry: Historical Background, Reforms, Future Trends, Macro Insurance, Major Players.

**TOTAL:45****REFERENCE BOOKS**

1. Sethi, Jyotsna, and Bhatia, Nishwan., "Element of Banking and Insurance", Prentice Hall of India, New Delhi, 2007.
2. Hoyt, Trieschmann, and Sommer., "Risk Management and Insurance", Twelfth Edition, Thomson Publishing, Singapore, 2007.
3. Dorfman, Mark S., "Introduction of Risk Management and Insurance", Ninth Edition Prentice Hall of India, New Delhi, 2007.
4. Harrington, and Niehaus., "Risk Management and Insurance", Second Edition, Tata McGraw Hill, New Delhi, 2007.
5. Rejda, George E., "Principles of Risk Management and Insurance", Tenth Edition, Addison Wesley, New York, 2007.

## 11MB014 INTERNATIONAL FINANCIAL MANAGEMENT

3 0 0 3

### Objective:

- To understand the global economic and financial environment.
- To know about the exchange rate mechanism & nature of currency derivatives market.
- To understand the type and management of foreign exchange exposure.
- To know about the techniques of investment and short term decision in international business.

### MODULE – I

13

International Financial Management: An overview, Importance, Nature and Scope – International Financial Management versus Domestic Financial Management.

Balance of Payments: Equilibrium, Disequilibrium and Adjustment.

Developments in International Monetary System: Commodity Standard, Gold Standard, Bretton woods System, Exchange Rate Regimes, International Liquidity.

Exchange Rate Mechanism: Quotations, Exchange Rate Determination in Spot Market & Forward Market, Factors Influencing Exchange Rate, Theories of Exchange Rate Behaviour.

### MODULE – II

14

Foreign Exchange Market: Features, Major Participants, Spot Market & Forward Market.

Market For Currency Futures & Currency Options: Concept, Hedging & Speculation in Futures and Options.(Concepts only – non problematic)

Foreign Exchange Exposure: Concept, Transaction Exposures, Real Operating Exposure, Translation Exposure

### MODULE – III

18

Management of Foreign Exchange Exposure: Need For Hedging – Hedging of Transaction Exposure, Real Operating Exposure and Translation Exposure.

Foreign Direct Investment: Theories, Costs and Benefits, Strategy, Merger and Acquisition.

International Capital Budgeting: Evaluation Criteria, Computation of Cash Flow, Cost of Capital, Adjusted Present Value Approach, Non – Financial Factors in Capital Budgeting.

International Financial Market Instruments: Equity, Bonds, Short term and Medium term Instruments.

International Working Capital Management: Working Capital Policy, Managing Cash & Near Cash Assets, Managing Receivables and Inventory.

**TOTAL:45**

### REFERENCE BOOKS

- 1 Vyuptaresh, Sharan., “International Financial Management”, Fifth Edition, Prentice Hall India, New Delhi, 2010.
- 2 Apte, Prakash G., “International Finance – A Business Perspective”, Tata McGraw Hill, New Delhi, 2007.
- 3 Click, Reid W, and Coval, Joshua D., “The Theory & Practice of International Financial Management”, Prentice Hall India, New Delhi, 2002.
- 4 Eun, Cheol, S., and Resnick, Bruce G., “International Financial Management, Third Edition, Tata McGraw Hill, New Delhi, 2007.
- 5 Apte, P G., “International Financial Management”, Fourth Edition, Tata McGraw Hill, New Delhi, 2007.
- 6 S. Kevin, “Fundamentals of International Financial Management”, PHI Learning Private Ltd, Second Printing, 2010

## 11MB015 MERCHANT BANKING AND FINANCIAL SERVICES

3 0 0 3

### Objective:

- The course provide an understanding of Various Financial Services
- Regulatory framework governing them
- The procedures involved in handling financial services
- The current and future scenario in India.

### MODULE – I

15

Merchant Banking: Introduction, An Over view of Indian Financial System, Merchant Banking in India, Recent Developments and Challenges ahead, Institutional Structure, Functions of Merchant Banking, Legal and Regulatory Frameworks, Relevant Provisions of Companies Act, SERA, SEBI guidelines, etc., Relation with Stock Exchanges, OTCEI and NSE.

Issue Management: Role of Merchant Banker in Appraisal of Projects, Designing Capital Structure and Instruments, Issue Pricing, Preparation of Prospectus, Selection of Bankers, Advertising Consultants, etc., Role of Registrars, Underwriting Arrangements, Dealing with Bankers to the Issue, Registrars, and Brokers, Offer for Sale.

### MODULE – II

15

Green Shoe Option, E-IPO, Private Placement, Bought out Deals, Issue Marketing, Post Issue Activities. Other Fee Based Management: Mergers and Acquisitions, Portfolio Management Services, Credit Syndication, Credit Rating, Mutual Funds, Business Valuation.

### MODULE – III

15

Fund Based Financial Services: Leasing and Hire Purchasing - Basics, Financial Evaluation and Tax Implication.

Other Fund Based Financial Services: Consumer Credit, Credit Cards, Real Estate Financing, Bills Discounting, Factoring and Forfaiting, Venture Capital.

**TOTAL:45**

### REFERENCE BOOKS

1. Gurusamy, S., “Merchant Banking and Financial Services”, Third Edition, Tata McGraw-Hill, New Delhi, 2009.
2. Khan, M Y., “Financial Services”, Fifth Edition Tata McGraw-Hill, New Delhi, 2009.
3. Varshney, P N and Mittal, D.K., “Indian Financial System”, Sultan Chand & Sons, New Delhi, 2009.
4. Shanmugam R., “Financial Services” First Edition Wiley India, New Delhi, 2010
5. Jeff Madura., “Financial Institutions and Markets”, Seventh Edition, Thomson South Western, Singapore, 2004.

## 11MB016 MERGERS, ACQUISITIONS AND RESTRUCTURING

3 0 0 3

### Objective:

- To understand Mergers and Acquisitions as a powerful tool to build new generation companies to compete successfully on a global basis.
- This course describes how Mergers and Acquisitions and other forms of corporate restructuring are used in the business world.

### MODULE – I

15

Introduction to Mergers, Meaning, Need and Objectives of Mergers, Acquisitions, Meaning, Basic Difference Between Mergers and Acquisition, SEBI Guidelines, Legal Frame Work.

Method and Types of Mergers, Acquisitions & Takeovers, Process of Mergers and Acquisitions, Value Creation, Determining the Value of Acquiring and Target Firms

### MODULE – II

15

Gains Analysis of Mergers and Acquisitions - Target and Acquirer Firm.

Funding of Mergers and Acquisitions, Financing Techniques, Various Sources of Financing Including Deferred Payment, Determining the Optimal Mix for a Given Company.

Determining Pre Merger and Post Merger Values of the Firms

### MODULE – III

15

Introduction to Restructuring, Need and Objectives of Restructuring, Financial Restructuring, Process of Restructuring, The Impact of Restructuring on the Value of the Firm.

Problems Faced During Mergers, Acquisitions & Takeovers. Failures of Mergers and Acquisitions, Recent Trends and Cases of M & A Industry

**TOTAL:45**

### REFERENCE BOOKS

- 1 Chandrashekar, Krishnamurti, and Vishwanath, S.R., “Merger, Acquisitions and Corporate Restructuring”, Sage publication, New Delhi, 2007.
- 2 Shiva Ramu.S., “Corporate Growth through Mergers and Acquisitions”, Landmark Ltd, Virginia, 2007.
- 3 Gaugham Patrick.A, “Mergers, Acquisitions and Corporate Restructuring”, John Wiley, Singapore, 2006.
- 4 Fred J Weston, and Samuel C Weaver, “Mergers and Acquisitions”, Tata McGraw Hill, New Delhi, 2002.
- 5 Ranjit Kumar Mandal., “Corporate Mergers in India”, Kanishka Publishers, New Delhi, 2007.

## 11MB017 PROJECT FINANCE

3 0 0 3

### Objective:

- To introduce the Principles, Concepts and Practice of Project Finance.
- To impart skills required for Project Planning, Analysis, Evaluation and selection.
- To disseminate essential information about various Project Finance avenues.

### MODULE – I

15

Project: Concept, Classification, Project Organizational Structures.

Project Finance: Definition, Components, Project financing Vs. Direct Financing, International Project Finance, Project Finance Participants and their roles – Commercial lenders, Bond holders. Types of Capital Investments, Phase of Capital Budgeting. Risk Management in Project Finance – Credit Risk and Refinance Risk.

### MODULE – II

15

Project Formulation: Generation and Screening of Project Ideas.

Project Analysis: Feasibility Study, Market and Demand Analysis, Technical Analysis, Financial Estimates and Projections.

Project Evaluation: Basic Techniques – Investment Criteria and Project Cash Flows. Advanced Techniques – Risk Analysis, Sensitivity Analysis, Scenario Analysis, Break – even Analysis, Simulation Analysis, and Decision Tree Analysis.

### MODULE – III

15

Financing: Financing of Projects, Project Finance Structures – Commercial loan financing, Export Credit Financing. Financing Infrastructure Projects - Public Private Partnership. Importance of tax issues in Project Financing. Venture Capital and Private Equity. Project Finance - Indian Scenario and Case Studies.

**TOTAL:45**

### REFERENCE BOOKS

1. Prasanna Chandra, “Projects”, 7<sup>th</sup> Edition, Tata McGraw Hill India Ltd, New Delhi, 2009.
2. Paneerselvam,R and Senthilkumar, P, “Project Management”, Prentice Hall of India
3. Scott L. Hoffman, “The Law and Business of International Project Finance”, Third Edition, Cambridge University Press, 2008.
4. John D. Filnerty, “Project Financing Asset – Based Financial Engineering”, Second Edition, John Wiley & Sons, 2007.
5. Stefano Gatti, “ Project Finance in Theory and practice”,.: Designingn, Structureing and Financing Private and Public Projects” Elsilver Inc, 2007
6. Padmalatha Suresh, “Project Finance concepts and Applications”, First Edition, The ICAI University Press, 2006

## 11MB018 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

3 0 0 3

### Objective:

- To understand the different forms of Investment and the relationship between risk and return.
- To understand the functioning of Indian Capital Market.
- To know the techniques available for analyzing the securities.
- To understand the management of a portfolio.

### MODULE – I

15

An Introduction to Investment and Securities, Investment Alternatives, Sources of Investment, Stock Market indices, Security Contract Regulation Act, Investor Protection.

Overview of Capital Market, Institutional Structure in Capital Market, Reforms and State of Capital Market, Risk involved in Investment.

### MODULE – II

15

New Issue Market and Problems, Securities and Exchange Board of India , Debt Market.

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. Fundamental Analysis Vs Technical Analysis, Charting Methods, Market Indicators, Trend, Trend reversals, Patterns, Moving Average, Exponential Moving Average, Oscillators, ROC, MACD, RSI.

### MODULE – III

15

Portfolio Theory, Portfolio Construction, Diagnostics Management, Performance Evaluation, Portfolio Revision.

**TOTAL:45**

### REFERENCE BOOKS

1. Punithavathy Pandian., “Security Analysis and Portfolio Management”, Vikas Publishing House Private Ltd, New Delhi, 2003.
2. Bhalla, V K., “Investment Management”, Twelfth Edition, S. Chand and Company, New Delhi, 2006.
3. Fischer, Donald E and Jordan, Ronald J., “Security Analysis and Portfolio Management”, Sixth Edition, Prentice Hall of India, New Delhi, 2007.
4. Prasanna Chandra., “Investment Analysis and Portfolio Management”, Tata McGraw Hill, New Delhi, 2008.
5. Frank K Reilly., and Keith C Brown., “Investment Analysis and Portfolio Management”, Thomson Learning, Singapore, 2007.
6. S. Kevin, “Security Analysis And Portfolio Management,” PHI Learning Private Limited, Eighth Printing, 2010

## 11MB019 WORKING CAPITAL MANAGEMENT

3 0 0 3

### Objective:

- To know the importance of working capital management.
- To understand the factors that affects the working capital of the firm.
- To utilize the techniques available for cash management, receivables management and inventory management.

### MODULE – I

13

Working Capital Policy: Concepts of Working Capital ,Components of Current Assets, Permanent and Variable Working Capital, Determinants of Working Capital, Estimating Working Capital Needs, Currents Assets Financing Policy, Operating and Cash Conversion Cycle.

### MODULE – II

16

Receivables Management: Objectives, Credit Policy: Nature and Goals, Optimum Credit Policy, Credit Policy Variables, Credit Evaluation, Credit Granting Decisions, Collection Policy, Factoring.

Inventory Management: Nature of Inventories, Need to Hold Inventories, Objectives of Inventory Management, Inventory Management Techniques, Analysis of Investment in Inventory, Inventory Control Systems.

### MODULE – III

16

Cash Management: Facets of Cash Management, Motives for Holding Cash, Factors Determining Cash Needs, Cash Budgeting, Long – term Cash Forecasting, Managing Cash Collections and Disbursements, Optimal Cash Balance, Investment of Surplus Cash.

Working Capital Finance: Accruals, Trade Credit and other current liabilities, Working Capital Advance by Commercial Banks, Regulation of Bank Finance, Public Deposits, Inter-corporate Deposits, Short-term Loans from Financial Institutions, Commercial Paper. Industry of the International Money Market.

**TOTAL:45**

### REFERENCE BOOKS

1. Pandey, I M., “Financial Management”, Tenth Edition, Vikas Publishing House New Delhi, 2010.
2. Prasanna Chandra., “Fundamentals of Financial Management”, Tata McGraw Hill, New Delhi, 2007.
3. Bhalla, V K., “Working Capital Management: Text and Cases”, Tenth Revised Edition, Anmol Publication Pvt Ltd, New Delhi, 2009.
4. Khan M Y., and Jain P K., “Financial Management - Text, Problems and Cases”, Tata McGraw-Hill, New Delhi, 2007.
5. Hrishikesh Bhattacharya., “Working Capital Management: Strategies and Techniques”, Prentice Hall of India, New Delhi, 2006.
6. Dr.S.N.Maheshwari, “Fundamentals of Financial Management”, Sulthan Chand & Sons. 2006.



## 11MB021 INDUSTRIAL RELATIONS AND LABOUR WELFARE

3 0 0 3

### Objective:

- The objective of the course is to provide basic knowledge in industrial relations.
- To enable the students about the various provisions of Industrial Relations, Trade Union, Industrial Disputes, Labour Welfare and Industrial Safety.

### MODULE – I

15

Industrial Relations: Concepts, Importance, Objectives, Scope, Frame Work of Industrial Relations, Approach to Industrial Relations, Evolution, Conditions for Successful Industrial Relations, Causes of Poor Industrial Relations.

Industrial Disputes: Concepts, Forms, Causes, Impacts, Prevention, Industrial Peace, Conciliation, Arbitration, Adjudication.

### MODULE – II

15

Trade Union: Objectives, Applicability, Evolution, Theories, Provisions of the Act, Registration of Trade Union, Duties and Liabilities of a Registered Trade Unions, Rights and Privileges of Registered Trade Unions, Amalgamation and Dissolution, Submission of Returns, Penalties and Fines, Power to Make Regulations.

### MODULE – III

15

Labour Welfare: Concept, Objectives, Scope, Need, Types of Labour Welfare, Welfare Funds, Education and Training, Machinery Connected with Labour Welfare, Welfare of Special Categories of Labour, Social Security.

Safety: Causes of Accidents, Prevention, Safety Provision, Industrial Health and Hygiene – Importance, Problems, Occupational Hazards, Diseases, Psychological Problems – Counseling.

**TOTAL:45**

### REFERENCE BOOKS

- 1 Mamoria C B., and Sathish Mamoria., “Dynamics of Industrial Relations” Himalaya Publishing house, New Delhi, 2007.
- 2 Monappa Arun., “Industrail Relations”. Tata McGrawHill, New Delhi 2008.
- 3 Dwivedi R S., “Human Relations & Organizational Behaviour”, Macmillan India Ltd, New Delhi, 2007.
- 4 Ratna Sen., “Industrial Relations in India”, Shifting Paradigms, Macmillan India Ltd, New Delhi, 2007.
- 5 Srivastava., “Industrial Relations and Labour laws”, Fourth Edition, Vikas Publishing, New Delhi, 2007.
- 6 Venkata Ratnam C S., “Globalization and Labour Management Relations”, Response Books, New Delhi, 2007.

**Objectives:**

To help students understand the legal provisions relating to

- Wages
- Working Conditions and Rights
- Industrial Relations
- Social Security

**MODULE – I****15**

Factories Act, 1948: Objectives, Scope, Applicability, Provisions, Obligations and Rights of Employers and Employees -Enforcement. Industrial Employment (Standing Orders) Act, 1946: Scope, Coverage, Provisions Administration. Payment of Wages Act, 1936: Objectives, Applicability, Administration, Deductions, Obligations of Employers.

Minimum Wages Act, 1948: Purpose, Scope, Administration, Mode of Fixation, Obligations of Employers, Penalty.

**MODULE – II****15**

Equal Remuneration Act, 1976: Purpose, Implementation, Administration, Obligations of Employers, Rights of Workers, Authorities for Enforcement, Penalty.

Workmen's Compensation Act, 1923: Purpose, Applicability, Provisions of the Act.

Payment of Gratuity Act, 1972: Purpose, Applicability, Administration, Rights to Receive Gratuity, Procedure for Claiming, Obligations of the Employers.

Payment of Bonus Act, 1965: Coverage, Eligibility, Provisions of the Act.

Employee's Provident Fund & Misc. Act, 1952: Coverage, Schemes, Contributions, Remittance / Administration.

**MODULE – III****15**

Employee's State Insurance Act, 1948: Applicability, Funding of the Scheme, Benefits, Eligibility Conditions, Employers Obligations, Contributions, Penalty.

Contract Labour (Regulation and Abolition) Act, 1970: Scope, Coverage, Administration, Registration, Obligations of Principal Employers and Contractors, Powers of Government.

Maternity Benefit Act, 1961: Applicability, Administration, Provisions of the Act. The child Labour prohibition and regulation act 1866 Scope, Provisions, and Administration.

**TOTAL:45****REFERENCE BOOKS**

1. Kapoor N D., "Elements of Industrial Law", Sultan Chand, New Delhi, 2006.
2. Srivastava., "Industrial Relations and Labour laws", Fourth Edition, Vikas Publishing, New Delhi, 2000.
3. CB Mamoria, Satish Marunia & SV Gankar, "Dynamics of Industrial Relations", Himalaya Publication House 2008.
4. Dhandapani., "Commercial and Industrial Law", Sultan Chand, New Delhi, 2005.

## 11MB023 MANAGERIAL BEHAVIOR AND EFFECTIVENESS

3 0 0 3

### Objectives:

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

### MODULE – I

15

Defining the Managerial Job: 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.

Designing the Managerial Job: Identifying Managerial Talent, Selection and Recruitment, Managerial Skills Development, Pay and Rewards,

### MODULE – II

15

Managerial Effectiveness: Definition, The Person, Process, Product Approaches, Bridging the Gap, Measuring Managerial Effectiveness, the Effective Manager as an Optimizer. Managerial Motivation, Effective Management Criteria, Performance Appraisal Measures, Balanced Scorecard, Career Management

### MODULE – III

15

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

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

**TOTAL:45**

### REFERENCE BOOKS

1. Drucker, Peter., “Management”, Harper Row, New York, 2005.
2. Milkovich and Newman., “Compensation”, McGraw-Hill International, New York, 2005.
3. Blanchard and Thacker., “Effective Training Systems, Strategies and Practices” Pearson, New Delhi, 2005.
4. Dubin., “Leadership, ‘Research Findings, Practices and Skills”’, Biztantra, New Delhi, 2005.
5. Jackson, Mathis., “Human Resource Management”, Thomson Southwestern, Mason, 2005.

## 11MB024 ORGANIZATIONAL CHANGE AND INTERVENTION STRATEGY

3 0 0 3

### Objective:

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

### MODULE – I

15

Organizational Change: Forces, Types, Process: Models, Lewin's Change Model, Action Research Model, The Positive Model, Need for Change- Environmental Pressures, Organizational Pressures Resistance to Change, Overcoming Resistance to Change, Role of change agent - Organizational Culture and Change.

### MODULE – II

15

Organization Development: Introduction, Definition, Process. Diagnosis for Change, Component Analysis, Creating Readiness for Change, Designing Interventions, Leading, Evaluating and Managing OD. Human Process Intervention: Individual, Interpersonal and Group, Restructuring Organisation, Developing and Assisting Members.

### MOUDLE – III

15

Implementing Change: Strategies for Communicating, Implementation Process: Approaches. Strategic Change Interventions: Competitive and Collaborative Strategies, Organisation Transformation. Organisational Development in Global Settings, Nonindustrial Settings: Health Care, Family Businesses, School Systems, and Public Sector

**TOTAL:45**

### REFERENCE BOOKS

1. Cummings, Thomas. G and Woreley, Christopher G., "Organizational Development and Change", Ninth Edition, Thomson South Western, Mason, OH, 2009.
2. Palmer, Ian., Dunford, Richard, and Akin, Gide., "Managing Organizational Change", Tata McGraw Hill, New Delhi, 2006.
3. Sharma, Radha R., "Change Management", Tata McGraw Hill, New Delhi, 2007.
4. French, Wendell L., Bell, Cecil H. and Zawaki, Robert A., "Organization Development and Transformation", Sixth Edition, Tata McGraw-Hill, New Delhi, 2007.
5. French, Wendell L and Bell, Cecil H., "Organization Development", Fifth Edition, Prentice Hall of India, New Delhi, 2007.

## 11MB025 PERFORMANCE MANAGEMENT

3 0 0 3

### Objective:

- To help students understand the concept of Performance Management
- To enable them to develop effective Performance Management System to measure Performance
- To help students understand the use of Technology in Performance Management System.

### MODULE – I

15

Performance Management: Definition, Importance, Objectives, Characteristics, Benefits, Principles, Model. Performance appraisal Vs Performance Management. Performance Counseling: Definition, Principles, Skills and Checklist for managers. Performance Planning: Objectives, Methodologies, Process and Barriers to Performance Planning. Introduction to Competency Mapping.

### MODULE – II

15

Performance Appraisal: Principles, Process, Traditional, Contemporary, Advanced Methods, Designing Performance Appraisal Forms Advantages and Disadvantages of Performance Appraisal, Achieving Effective Performance Appraisal. Performance Management Systems: Processes, Functions, Competency Based System, Electronic Performance Management, Assessment Centers, Multisource Feed Back and 360° Appraisals.

### MODULE – III

15

Implementing Performance Management: Bottlenecks, Strategies, Factors Affecting Effective Use Performance Management Performance Management Linked Reward System and Compensation System, Components, Appraisal Feed Back. Role of HR Professionals in Performance Management, Appraising HR Functions, Ethics in Performance Management

**TOTAL: 45**

### REFERENCE BOOKS

1. Kohli.A.S and Deb.T, “Performance Management”, Oxford University Press, New Delhi, 2008
2. Aguinis, Herman., “Performance Management”, Pearson International, New Delhi, 2008.
3. Burnham, John West and Bradbury, Ingrid., “Performance Management Manual: Creating a Culture for Sustainable High Performance”, Pearson Education, New Delhi, 2003.
4. Cokins, Gary., “Performance Management: Finding the missing pieces”, Wiley, Singapore, 2004.
5. Rao,V S P., “Human Resource Management: Text and Cases”, Second Edition, Excel Books, New Delhi, 2005.

## 11MB026 STRATEGIC HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT

3 0 0 3

### Objective:

- To make the students understand strategic linkage of HRM
- To familiarize the students with the advanced HRM practices
- To help the students in career development, evaluation and mentoring.

### MODULE – I

16

Introduction to SHRM: Objectives of HR Management Role of HR in strategic management-Strategic fit-Environmental trends and HR challenges-Multiple roles of HR manager.HR based competitive advantage.

HR Evaluation – Evolving role of HRM and its measurement-HR practice measures-Approaches to HR Evaluation; Integration of HR plan and business plan HR Planning – Managing surpluses, shortages and outsourcing

Strategic recruitment and selection.

### MODULE – II

13

HRD: Introduction to HRD-linkage between business strategy and training and development-Setting the content of a HRD plan - Special forms of training and development-Employee Competency - competency based approach to mgmt development.

Career Development: concepts-stages-planning, development and management-managing career plateaus.

E-employee profile – Issues in employee privacy.

### MODULE – III

16

Cross Culture HRM: Domestic vs International HRM-International staffing-Key characteristics for success in global assignments-pre departure training for IHRM

Developing performance management system – Linking strategy to results at different level.

Compensation Generic approach strategic approach.

Mentoring: Concept – Design and implementation

**TOTAL:45**

### REFERENCE BOOKS

- 1 Tanuja Agarawala, “Strategic Human Resource management”, Oxford University Press, 2007
- 2 Pulak Das, “Strategic Human Resource management & Resource Driven Perspective”, Cengage Learning, 2011
- 3 Regis Richard., “Strategic Human resource management and Development.” Excel Book, New Delhi, 2008
- 4 Mello, Jeffrey A., “Strategic Human Resource Management”, Thomson, Singapore, Southwestern, 2003.
- 5 Desimone, Randy L., Werner, Jon M. and Marris, David M., “Human Resource Development”, Thomson Southwestern, Singapore, 2002.
- 6 Mathis, Robert L. and Jackson, John H., “Human Resource Management”, Thomson Southwestern, Singapore, 2003.
- 7 Harrison, Rosemary., “Employee Development”, University Press India Ltd, New Delhi, 2003.

## 11MB027 STRESS MANAGEMENT

3 0 0 3

### Objectives:

To help students understand

- What is stress
- Its effects on individuals and organization
- Methods of managing stress

### MODULE – I

15

What is Stress, A Model of Stress, Potential Sources of Stress: Environmental, Organizational, Individual – Consequences of Stress: on the Organization, Reflection on Work and Performance of Individuals: Helplessness, Anxiety, Burnout, Psychological, Physical, Behavioral Symptoms – Effects on the Organization, Individuals.

### MODULE – II

15

Managing Stress by Organization: Identifying and Ameliorating Organizational Causes of Stress – Conflict Management: Prejudice, Individual Perceptions and Conflicts – Exercise on Misperceptions, Misconceptions and Misunderstandings – Reducing Inter personal Conflict – Role Play on Tempers – Humour at Work – Yoga – Counseling; Elements, Steps in Effective Counseling – Significance of Counseling – Social Support System

### MODULE – III

15

Managing Stress by Individuals: Self Discovery: Self Awareness – Self Identification Exercise – Transactional Analysis, Life Positions – Assertiveness; Role Play – How to say No – Expressing Feelings – Feedback on Behavior – Time Management – Avoiding Procrastination – Tools and Techniques for Managing Stress: Physical Workouts – Restructuring the Living Pattern, Relaxation, Sense of Humour, Recreation, Developing Creativity.

**TOTAL:45**

### REFERENCE BOOKS

1. Jeff Davidson “Managing Stress” Prentice Hall of India, New Delhi, 1996.
2. R. Venkatapathy, T. Prasanna Jackson “Managing Interpersonal Effectiveness” Adithya Publishers, Coimbatore, 2003.
3. E.H. Mcgrath, “Basic Managerial Skills for All” 8<sup>th</sup> Edition, PHI Learning Pvt Ltd, New Delhi, 2009.
4. Bhetai RL, “The Executive Track; An Action Plan for Self Development” Wheeler Publishing, New Delhi, 1996.
5. Chakaravarthy S.K., “Human Values for Managers” Wheeler Publishing, New Delhi, 1996.

## 11MB028 TRAINING AND DEVELOPMENT

3 0 0 3

### Objective:

- 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.

### MODULE – I

15

Introduction to Training and Development: Scope, Importance, Challenges, Systematic Approach, Process, Principle of Learning, Evolving Training Policy.

Training and Development Needs: Organizational Analysis, Requirements Analysis – Task and Knowledge, Skill, Ability and Personal Analysis, Learning Environment and Methods.

### MODULE – II

15

Training Systems: Training Methods, Training Centers, Role of External Agency, Training for Change, Resistance in Training, Developing Effective Trainers, Designing Training Programmes.

### MODULE – III

15

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

Evaluation of Training and Development: Criteria, Problems, Steps in Evaluation, Emerging Issues in Training and Development in India.

**TOTAL:45**

### REFERENCE BOOKS

- 1 Goldstein, Irwin L., and Kevin, Ford J., “Training in Organizations”, Fourth Edition, Thomson Publishing, Singapore, 2003.
- 2 Raymond A Noe., “Employee training and Development”, Fourth Edition, Mc GrawHill Publications, NewDelhi 2008.
- 3 Craig Robert., “Training and Development Handbook”, McGraw Hill, New York, 2005.
- 4 Desimone, Randy L and Werner, John M., “ Human Resource Development”, Fourth Edition, Thomson Publishing, Singapore, 2003.
- 5 Jackson, Mathis., “Human Resource Management”, Tenth Edition, Thomson Publishing, Singapore, 2004.



## 11MB029 WAGE AND SALARY ADMINISTRATION

3 0 0 3

### Objectives:

To help students understand

- Wage and Compensation Determination Process
- Components of Compensation.
- Methodology of determination
- Compensation and Incentive Administration Process

### MODULE – I

15

Definitions: Wages, Salary, Compensation, Fringe Benefits, Reward - Wage Determination Process, Wage and Salary Structure, Influencing Factors, Principles.

Wage Plans: Types- Time Wages, Piece Wages, Balance or Debt Method, Wage Differentials, Salaries: Components, Scale of Pay, Allowances, Fringe Benefits, Perquisites.

### MODULE – II

15

Compensation: Types, Components, Designing a Compensation System: Approaches, Principles, Perception of Fairness, Legal Constraints, Linking to Organizational Objectives.

Designing Pay Scales/Structures: Pay Surveys, Grades/Levels, Variable Pay: Types, Factors Determining Success, Performance Based Compensations and Incentives.

Managerial Compensation, Perquisites, Competency Based Pay.

### MODULE – III

15

Incentives and Rewards: Types-Team Based, Group Based, Organization Based- Profit Sharing, ESOPs, Bonus Plans, Gain Sharing Plans. Compensation Administration, Monitoring, Audit, Review – Matching to Market Force – Matching Competitive Environmental Requirements – Globalization Requirements in Salary and Compensation administration.

**TOTAL:45**

### REFERENCE BOOKS

- 1 Joe Martocchio., “Strategic Compensation”, Pearson International Edition, New Delhi, 2008.
- 2 Bruce R Ellig., “The complete guide to Executive Compensation”, Tata McGraw Hill, New Delhi, 2007.
- 3 George Milkovich., and Jerry New Man., “Compensation”, McGraw Hill, New Delhi, 2004.
- 4 Lanu A Berger., and Dorthy R Berger., “The Compensation Handbook”, McGraw Hill, New Delhi, 1999.
- 5 Dewakar Goel., “Performance Appraisal and Compensation Management”, Prentice Hall of India, New Delhi, 2008.

## 11MB031 ADVERTISING AND PROMOTION MANAGEMENT

3 0 0 3

### Objective:

- To enable the students to understand the fundamentals of advertising and sales promotion.
- To familiarize the students about various media for advertising and media planning.
- To throw light on the various promotion techniques.

### MODULE – I

15

Introduction to Advertising: Definition, Evolution, Setting Advertising Objectives. Advertising Agency: Structure, Functions. Organizing an Advertising Campaign. Advertising Media: Types, Choice, Media Planning, Measuring Reach, Deciding on Frequency, Measuring Impact

### MODULE – II

14

Cost Appraisal, Media Strategy and Scheduling. Designing Advertisements: TV Commercials, Different Appeals, Story Board, Message Development. Print AD: Layout, Design, Appeal, Copy Structure. Radio Advertising, Web Advertising. Testing Validity and Reliability of advertisements.

### MODULE – III

16

Promotion Management: Definition, Role, Objectives, Promotion Mix. Techniques: Trade Oriented, Customer Oriented. Planning Promotional Campaigns: Requirement Identification, Deciding on Promotion Campaigns. On-Line Sales Promotion.

**TOTAL:45**

### REFERENCE BOOKS

- 1 Belch, George E and Belch, Michael A., "Advertising and Promotion", Sixth Edition, Tata McGraw Hill, New Delhi, 2005.
- 2 Waney, Jaishri Jeth and Jain, Shruti., "Advertising Management", Oxford University Press, Oxford, 2007.
- 3 Guinn Allen Semenik O., "Advertising and Integrated Brand Promotion", Fourth Edition Thomson South Western, Singapore, 2003.
- 4 Aaker, David A and Myers, John G., "Advertising Management", Prentice Hall of India, New Delhi, 2006.
- 5 Agarwal, P K., and Pragati Prakashan Meerut., "Advertising Management an Indian Perspective", Pragati Prakashan, Meerut, 2006.

## 11MB032 BRAND MANAGEMENT

3 0 0 3

### Objective:

- To enable the students to understand the concept of Brand and its value.
- To impart knowledge on Brand extensions and Brand positioning.
- To equip students to take effective Branding decisions.

### MODULE – I

15

Introduction: Brand, Evolution, Products and Brands, Importance, Perspectives. Brand Identity : Perspectives, Levels. Brand Identity Prism. Brand Extensions: Line Extensions, Strategies, Risks. Brand Extensions: Types, Brand Extendibility. Anatomy of a Brand, Brand Equity.

### MODULE – II

15

Brand Awareness: Levels. Brand Associations: Types. Brand Personality. Branding Decisions: Brand Name Decisions, Product Branding, Line Branding, Umbrella Branding, Double Branding, Range Branding, Endorsement Branding, Strategies.

### MODULE – III

15

Managing Brand: Brand Positioning Strategies, Managing Brand Image, Repositioning, Brand Revitalization. Brand Valuation: Methods. Brand Elimination. Perspectives: Strategic Issues in Brand Management, Myths, Influences, Advertising Strategy, Building Retail Brands.

**TOTAL:45**

### REFERENCE BOOKS

- 1 Verma, Harsh V., “Brand Management”, First Edition, Excel Books, New Delhi, 2002.
- 2 Henry, D., “Road to Brand Equity”, First Edition, Himalaya publishing House, Bombay, 2004.
- 3 Kevin Lane Keller., “Strategic Brand Management”, Prentice Hall of India, Second Edition, New Delhi, 2007.
- 4 Gregory, Jamesr., “The Best of Branding”, Tata McGraw Hill, New Delhi, 2004.
- 5 Naveen Das., “Brand Management”, ICFAI Publications, Hyderabad, 2002

## 11MB033 CONSUMER BEHAVIOUR

3 0 0 3

### Objective:

- To enable the students to understand the basics of Consumer Behaviour.
- To give insight to them on the various external and internal influences on Consumer Behaviour.
- To let them understand how consumers make purchase decisions.

### MODULE – I

15

Introduction to Consumer Behaviour: Meaning, Definition, Concepts. Marketing Strategy and Consumer Behaviour. Approaches to the Study of Consumer Behaviour. Internal Influences on Consumer Behaviour: Motivation, Personality, Perception, Learning, Attitude.

### MODULE – II

15

External Influences on Consumer Behaviour: Reference Groups, Family, Social Class, Culture, Sub Culture, Marketing Communications, Personal Influence and Opinion Leadership. Decision Process and Post-purchase Behaviour: Consumer Decision Making Process, Diffusion of Innovations.

### MODULE – III

15

Post Purchase Behaviour: Post Purchase Dissonance, Product Use, Product Disposition, Purchase Evaluation and Consumer Satisfaction. Organizational Buyer Behaviour, On-line Buyer Behaviour, Consumer Research, Profile of Indian Consumers, Changing Consumer Behaviour.

**TOTAL:45**

### REFERENCE BOOKS

- 1 Schiffman, G and Kanuk, Leslie Lazar., “Consumer Behaviour”, Ninth Edition, Pearson Education, 2007.
- 2 Hawkins, Del I., Best, Roger J, Coney, Kenneth A and Mookerjee, Amit., “Consumer Behaviour”, Ninth Edition, Tata McGraw Hill, New Delhi, 2007.
- 3 Lindquist, Jay D. and Sirgy, M Joseph., “Shopper, Buyer & Consumer Behaviour”, Biztantra Publication, New Delhi, 2005.
- 4 Loudon, David L. and Della Bitta, Albert J., “Consumer Behaviour”, Fourth Edition, Tata McGraw Hill, New Delhi, 2007.
- 5 Sheth, and Mittal., “Consumer Behaviour: A Managerial Perspective”, Second Edition, Thomson South Western, Singapore, 2003.

## 11MB034 CUSTOMER RELATIONSHIP MANAGEMENT

3 0 0 3

### Objectives

- To enable the students to understand the importance and business value of maintaining long term relationship with customers.
- To enable the students to know about the building blocks of customer relations.
- To equip the students to effectively use information system for maintaining better customer relations.

### MODULE – I

15

Introduction: CRM, Meaning, Importance, Dimensions. CRM and Marketing, CRM Marketing Initiatives. Understanding Customers: Sensors.

Measuring Customer Satisfaction: Importance, Factors, Measurement, Methods. Customer Delight.

Loyalty and Retention: Loyalty and Satisfaction

### MODULE – II

14

Drivers, Breakers, Reclamation, Retention Strategies.

Complaint Management: Complaints, Reasons, Advantages, Classification. Complaint Management

System: Benefits, Feedback, After Sales Service. Complaint Management In Services.

### MODULE – III

16

An insight into CRM & E-CRM – E-CRM & Portals – Integration of CRM with ERP system; CRM integration attributes. Call centre features & functionalities technology components & planning .

Integration of CRM with data ware house: Data Mining process CRM Process: CRM Business transformation, implementing CRM: Step by Step Process

**TOTAL :45**

### REFERENCE BOOKS

1. Sugandhi, R K., “Customer Relationship Management”, First Edition, New Age International Publishers, New Delhi, 2006.
2. H Peeru Mohamed, A Sagadevan, “Customer Relationship management”, Vikas Publishing House Pvt Ltd 2002
3. Imhoff, Clardia., Loftis, Lisa and Geifer, Jonathan G., “Building Customer Centric Enterprise”, Wiley Publications, Singapore, 2001.
4. Dyche, Jill., “The CRM Handbook: A Business Guide to Customer Relationship Management”, Third Edition, Pearson Education, New Delhi, 2007.
5. Sheth, Jagdish N., Parvathiyar, Atul and Shainesh., “Customer Relationship Management, Emerging Concepts Tools and Applications”, Fifth Edition Tata McGraw-Hill, New Delhi, 2004.

## 11MB035 MANAGING DISTRIBUTION CHANNELS

3 0 0 3

### Objective:

- To enable the students to understand the importance of Marketing Channels.
- To introduce to them the various channel participants and their role.
- To equip them with knowledge about designing and managing marketing channels.

### MODULE – I

15

Introduction: Marketing Channels, Meaning, Importance, Flows, Functions, Channel Structure. Channel Manager.

Channel Participants: Overview, Producers And Manufacturers, Wholesale Intermediaries, Retail Intermediaries, Facilitating Agencies

### MODULE – II

15

Channel Member Selection: Selection Process.

Channel Design: Channel Design Strategies, Channel Management. Logistics: Systems, Cost, Components.

### MODULE – III

15

Marketing Mix and Channel Management: Product Issues, New Product Planning, Product Management. Channel Pricing: Strategies, Issues. Promotion Strategies For Channel Members, Push Strategy. Interface Between Logistics And Channel Management.

Additional Dimensions: Marketing Channels For Services, Direct Marketing Channel System, Electronic Marketing Channels, International Marketing Channels.

**TOTAL:45**

### REFERENCE BOOKS

- 1 Stern, Louis W, EL-Ansary, Adel I, and Coughlan, Anne T., “Marketing Channels”, Fifth Edition, Prentice Hall of India, New Delhi, 2007.
- 2 Spiro, Stanton, and Rich., “Management of a Sales Force”, Eleventh Edition, Tata McGraw Hill, New Delhi, 2007.
- 3 Rosenbloom, Bert., “Marketing Channels”, Seventh Edition, Thomson South-western, Singapore, 2004.
- 4 Pelton, Lou E, Strutton, David, and Lumpkin, James R., "Marketing Channels- Relationship Management", Irwin Publishers, Homewood, 2007.
- 5 Bowersox., “Strategic Marketing Channel Management”, First Edition, Tata McGraw Hill, New Delhi, 2004.

## 11MB036 RETAIL MANAGEMENT

3 0 0 3

### Objective:

- To discuss the retailing trends and management of retailing
- To outline the customer behavior, buying decision in the retailing business
- To give insights about planning, location decisions, supply management in the retail market
- To discuss product, brand, merchandise and category management in retailing
- To enable the students to understand the pricing, promotion, relationship marketing strategy
- To demonstrate the importance of international and e-retailing management in retailing business

### MODULE – I

15

Retailing: Introduction, History of Retailing, Retailing, Global Trends in Retail Industry, Characteristics and Functions of Retailing, Formats of Retailing, Retailing Models – Ownership, Franchising, Leasing.

Retail Customer Behavior, Profile of Indian Shoppers, Types of buying decisions, The Buying Process, Factors Influencing Buying Decisions, Retail Market Segmentation

### MODULE – II

15

Retail Market Strategy and Retail Planning Process, Retail Location Selection Decision, Importance, Levels of Location Decision, Types of Retail Location, Site Analysis, Selection of Market Area, Location Assessment Procedures, Space Management, Information and Supply Management

Product Management, Brand management, Merchandise Management, Merchandise Management Planning, Category Management

### MODULE – III

15

Pricing Strategy, Retail Promotion Mix, Selecting the Promotion Mix, Advertising and Sales Promotional Mix, Publicity, Personal Selling, Relationship Marketing Strategy

Financial Strategy in Retailing, Human Resource Management in Retailing, International Retail Management, E-Retailing Management and E- Retailing Process

**TOTAL:45**

### REFERENCE BOOKS

- 1 Swapna Pradhan, “Retail Management”, Tata McGraw-Hill, 2007
- 2 Chetan Bajaj, Rajnish Tuli, Nidhi V Srivastava, “Retail Management”, Oxford University Press, 2005
- 3 Newman, Andrew J, and Cullen, Peter, “Retailing Environment and Operations”, Thomson Learning, Singapore, 2007
- 4 Berman, Barry, and Evans, Joel R, “Retail Management Strategic Approach”, Ninth Edition, Prentice Hall of India, New Delhi, 2005
- 5 Michael Levy, Barton A Weitz, “Retail Management”, Tata McGraw-Hill, 2005

## 11MB037 RURAL MARKETING

3 0 0 3

### Objective:

- To enable the students to get a comprehensive understanding of the Rural Market.
- To make them understand the difference between Urban and Rural Markets.
- To equip them to device rural specific marketing strategies.

### MODULE – I

15

Introduction To Rural Marketing & STP strategies: Rural Marketing, Concepts, Scope, Opportunities and Challenges. Rural Market Profile: Rural Consumers, Characteristics. Segmentation, Targeting and Positioning: Segmentation: Concepts, Levels, Effective Segmentation, Basis for Segmentation. Targeting. Positioning.

### MODULE – II

15

Rural Marketing Research And Buyer Behavior: Rural Market Research process, New Research Tools. Rural Consumer Behavior: Challenges, Buyer Characteristics, Buying decision Process, Influences.

### MODULE – III

15

Four Ps Strategies of rural Marketing: Product and Pricing Strategies: Product Classifications, Product Mix Decision, Product Item Decision, Product Strategies. Pricing: Concepts, Policies, Strategies. Promotion and Distribution Strategies: Media Choice, Target Audience Profile, Promotion Strategies. Distribution: Channels, New Approaches, Strategies.

**TOTAL:45**

### REFERENCE BOOKS

1. Krishnamacharyulu, C S G., and Lalitha Ramakrishnan., “Rural Marketing: Text & Cases”, Pearson Education , New Delhi, 2007.
2. Ruchika Ramakrishnan., “Rural Marketing in India: Strategies and Challenges”, New Century Publication, New Delhi, 2006.
3. Singh, Awadhesh Kumar and Satyaprakash Pandey., “Rural marketing Indian Perspective”, First Edition, New age International Ltd, New Delhi, 2005.
4. Velayudam, Sanal Kumar, “Rural Marketing: Targeting on Non Urban Consumers”, Second Edition, Sage Publications, New York, 2007.
5. Balram and Dogra., “Rural Marketing: Concepts and Practice”, Tata McGraw Hill, New Delhi.



## 11MB038 SALES MANAGEMENT

3 0 0 3

### Objective:

- To enable the students to understand the basics of selling.
- To give insights to the students about building and managing a sales force.
- To give insights to the students about sales territory management.

### MODULE – I

15

Introduction to Sales management and the selling process: Sales management, Meaning, Evolution, Objectives, Importance. Selling vs. Marketing, Selling Methodologies, Methods of Personal Selling. The Selling Process: Steps in the Selling Process.

### MODULE – II

15

Sales Forecasting and Sales Force Management: Sales Information Management, Sales Forecasting Methods, Designing and Organizing a Sales Department. Sales Force Management: Recruitment, Selection, Placement, Socialization, Training Methods, Sales Force Motivation, Designing a Compensation Plan.

### MODULE – III

15

Territory Management and Leading and Controlling a Sales Team: Territory Management: Sales Territory, Types, Designing and Allocation of Sales Territories, Coverage. Quotas: Importance, Types, Methods. Dimensions: Leading a Sales Team, Controlling, Performance Evaluation, Current Trends in Selling, Concept Selling.

**TOTAL:45**

### REFERENCE BOOKS

1. Futrell, Charles M., "Sales Management", Sixth Edition, Thomson South Western, Singapore, 2009.
2. Spiro and Stanton., "Rich – Management of Sales Force", Eleventh Edition, Tata McGraw Hill, New Delhi, 2007.
3. Johnston, Mark W, Marshall Greg W., "Sales Force Management", Eighth Edition, Tata McGraw Hill, New Delhi, 2007.
4. Gupta, Vaswar Das., "Sales Management In the Indian Perspective", Prentice Hall of India, New Delhi, 2007.
5. Panda, Tapan K, and Sahadev, Sunil., "Sales and Distribution Management", Oxford University Press, New Delhi, 2007.
6. Simpkins., "Secrets of Great Sales Management" (The Advanced Strategies for maximizing performance)., Prentice Hall 2011

## 11MB039 SERVICES MARKETING

3 0 0 3

### Objectives

- To enable the students to understand the concept of ‘Services Marketing’
- To outline the differences between marketing of goods and services
- To demonstrate the importance of the gaps model of service quality in an organisation
- To give insight into various aspects of customers like behaviours, expectations and perceptions
- To enable them to understand customer requirements and design service standards to perform them as promised
- Highlight the role of coordinated organizational effort through marketing, human resources and operations in gaining sustainable competitive advantage through technology

### MODULE – I

15

Services Marketing: Introduction, Current trends, Definition, Characteristics of services vs. goods marketing, Classification of services, Service Marketing Mix, Service Triangle, Gaps Model  
Consumer Behaviour in Services – Consumer Choice, Experience, and Post-experience Evaluation, Cultural differences, Word of Mouth Communication, Customer expectations of Service – Levels of Expectations, Issues, Customer Perception of Services, Customer Satisfaction, Service Quality, Service Encounters

### MODULE – II

15

Services Marketing: Understanding Customers through Market Research, Building Customer Relationships – Relationship Marketing, Relationship Value of Customers, Customer Profitability Segments, Service Recovery Paradox and Service Guarantees  
Services Design and Standards: Types, Stages in New Service Development, Customer Defined Service Standards - Process of developing Standards - Service Blueprinting, Physical Evidence and the Servicescapes

### MODULE – III

15

Delivering and Performing Service: Employees’ and Customers’ Role in Service Delivery, Service Culture, Importance, Strategies. Delivering Service through Intermediaries and Electronic Channels  
Managing Demand and Capacity, Managing Service Promises, Integrated Services Marketing Communications, Pricing of Services, Analysis of Services industry

**TOTAL:45**

### REFERENCE BOOKS

- 1 Valarie A. Zeithaml, Mary Jo Bitner, Dwayne D Gremler and Ajay Pandit, “Service Marketing Integrating Customer Focus Across the Firm”, Fourth Edition, Tata McGraw Hill, New Delhi, 2009
- 2 Christopher Lovelock, Jochen Wirtz “Services Marketing People, Technology, Strategy”, Sixth Edition, Pearson Education, New York, 2007
- 3 Apte, Govind., “Services Marketing” Sixth Edition, Oxford University Press, New Delhi, 2007
- 4 Bhattacharjee, C., “Services Marketing”, Excel Books, New Delhi, 2006
- 5 Srinivasan, R., “Services Marketing: The Indian Context”, Prentice Hall of India, New Delhi, 2007
- 6 Rajendra Nargundkar, Services Marketing, Tata McGraw Hill, 2010
- 7 Steve Baron, “Services Marketing: Text And Cases”, Palgrave Macmillan

## **11MB041 BUSINESS APPLICATION DEVELOPMENT USING WEB TECHNOLOGIES**

**3 0 0 3**

### **Objective:**

- To enable students to understand the concepts involved in design and development of web based application.
- To enable students to understand the components of Enterprise Java Beans.

### **MODULE – I**

**15**

Introduction: Network Concepts, Web Concepts, Internet Addresses, Retrieving Data with URL, HTML, DHTML, XML.

Enterprise Application Development Environment: Web Servers, Server Administration, IDL, Database Connectivity, Web Application, Architecture, Distributed Web Applications, Remote Method Invocation, Web Customization.

### **MODULE – II**

**15**

Component Models: Introduction to Enterprise Java Beans, EJB Access Bean, EJB Client, EJB Deployment Tools, EJB Transactional Issues, Clustering and Work Load Management, EJB Security.

### **MODULE – III**

**15**

E- Business Applications: E- Business Frame Work, E – Business Cycle, E – Commerce Strategies, E – Business Architectures, Electronic Payment Services, Shopping Functions.

Real Time Applications: Role of Scripting Languages, Shopping Cart, Home Banking Applications, Fire Wall, Business Models.

**TOTAL:45**

### **REFERENCE BOOKS**

- 1 Roman, Ed, Scott Ambler and Tyler Jewell., “Mastering Enterprise Java Beans”, Third Edition, John Wiley and Sons, New York, 2006.
- 2 Aubury, Stephen, and Weiner, Scott R., “Developing Java Enterprise Applications”, Second Edition, Wiley Computer Publishing, New York, 2004.
- 3 Deitel, Deitel and Neito., “Internet and World Wide Web – How to Program”, Pearson Education Asia, Singapore, 2001.
- 4 Subramanyam Allamaraju et al., “Professional Java Server Programming J2EE 1.3”, Wrox Press, Singapore, 2001.
- 5 Oberg, Richard., “Mastering RMI: Developing Enterprise Applications in Java and EJB”, John Wiley Sons, New York, 2001.

## 11MB042 DATA WAREHOUSING AND DATA MINING

3 0 0 3

### Objective:

- To give an overview of ideas and technologies in the area of Data warehousing.
- To Familiarize students with concepts and methods in application of Data mining

### MODULE – I

15

Foundation: Introduction to Data Warehousing: Need, Definition, Characteristics, Architectural Component, and Trends.

Data Warehousing: Components, Building a Data warehouse.

Planning and Project Management, Defining Business Requirements, Data Design, Storage and Information Delivery, Infrastructural Requirements, Significant Role of Meta Data.

### MODULE – II

15

Business Analysis: Reporting and Query Tools, Applications, On-line Analytical Processing (OLAP), Patterns and Models.

Implementation and Maintenance: The Physical Design: Design Steps, Design Considerations Indexing, Performance Enhancement Techniques.

Data Warehouse Deployment: Major Activities, Need for a Pilot Project, Security, Back-up and Recovery.

Growth and Maintenance: Monitoring the Data Warehouse, User Training and Support, Managing the Data Warehouse.

### MODULE – III

15

Data Mining: Introduction, Decision Trees, Neural Networks, Nearest Neighbour and Clustering, Genetic Algorithms, Rule Induction, Selecting and Using the Right Technique.

Applications of Data warehousing and Data mining in Governments, Case Studies

**TOTAL:45**

### REFERENCE BOOKS

1. Berson and Smith., “Data Warehousing, Data Mining and OLAP”, Tata McGraw Hill, New Delhi, 2006.
2. Paulraj Ponniah., “Data warehousing Fundamentals”, 2<sup>nd</sup> Edition, Wiley Publishers, 2010
3. Sam Anahoz and Dennis Murray., “Data Warehousing in the Real World”, Pearson Education, New Delhi, 2005.
4. Adrians, Pieter., “Data Mining”, Pearson Education, New Delhi, 2007.
5. Prabhu, C S R., “Data Warehousing, Concepts, Techniques Products and Applications”, Second Edition, Prentice Hall of India, New Delhi, 2007.

## 11MB043 DATABASE MANAGEMENT SYSTEM

3 0 0 3

### Objective:

- To enable the students to understand the concepts, structure and functions of database
- To help the students understand the issues involved in the operations of DBMS

### MODULE – I

15

Introduction: Historical Evolution of DBMS, Database Systems Vs File Systems, View of Data, Data Models, Database Language, Database System Architecture, Database Design – ER model & Normalization, Database User & Administrator, Application of Database system

Relational Database: SQL: Basic Structure, Set operations, Complex Queries, Joined Queries, DDL, Embedded SQL, Dynamic SQL, Other SQL Functions – Query By Example, Relational Database Design.

### MODULE – II

15

Data Storage & Indexing: Storage and File structure – Disks, RAID, File organization, Data Dictionary Storage. Indexing & Hashing – B+ Tree, B Tree, Static Hashing, Dynamic Hashing, Multiple Key Access.

Query Processing & Optimization: Query processing – Selection Operation, Sorting, Join Operation, Query Optimization, Transforming of Relational Expression, Choice of Evaluation Plans.

### MODULE – III

15

Transaction Management – Transaction Concept, ACID properties, Concurrent Execution of Transactions, Concurrency Control – Lock-based, CC- Strict 2PL, Deadlocks, Performance of Locking, Protocols, Recovery System – Stealing Frames & Forcing Pages, ARIES & other Recovery related structure.

**TOTAL:45**

### REFERENCE BOOKS

1. Silberschatz, Abraham, Korth, Henry F and Sudhashan S., “Database System Concepts”, 6<sup>th</sup> Edition, Tata McGraw Hill, New Delhi, 2006.
2. Raghu Ramakrishnan and Johannesgerhrke., “Database Management Systems”, McGraw Hill International, New York, 2003.
3. Date, C.J., “An Introduction to Database Systems”., Eighth Edition, Addison Wesley, New York, 2003.
4. Rajesh Narang., “Database Management System”., Prentice Hall of India, New Delhi, 2004.
5. Gerald, V Post, “Database Management Systems”., Richard D Irwin Inc, 2005.

## 11MB044 DECISION SUPPORT SYSTEM

3 0 0 3

### Objective:

- To enable the students to understand how Information System can be used for decision support
- To help the students understand the design and implementation of decision support

### MODULE – I

15

DSS: Concepts, Configurations, Characteristics & Capabilities, Components – Data Management Subsystem, Model Management Subsystem, User Interface Subsystem & Knowledge based Subsystem. DSS- User, Hardware & Classifications.

Types of Models: Descriptive Vs Prescriptive, Static Vs Dynamic, Optimization Vs Heuristic, Stimulation Model.

### MODULE – II

15

Building & Implementing DSS: Architecture, DSS & Client/Server Computing, Internet & Client/Server Computing in DSS, Open Systems & DSS

DSS Software Tools: Categories, Standard packages, Specialized Tools & Generators, Programming Languages & DSS User Interface.

DSS Development Process: Process, Implementation Stage, System Conversion, Implementation & Ethical Issues in DSS.

### MODULE – III

15

Group DSS: Concepts, Reasons, Media Richness & Task Types, Types of GDSS, Groupware & its Products, Group DSS today – Electronic Meeting System & Work Flow System.

DSS & Expert Systems: Basic Ideas, Pros & Cons.

**TOTAL :45**

### REFERENCE BOOKS

1. Efrem G Mallach., “Decision Support and Data Warehouse System”, Tata McGraw Hill, New Delhi, 2008.
2. Turban, Efraim, and Aronson Jay E., “Decision Support System and Intelligent Systems”, 8<sup>th</sup> Edition, Pearson Education, New Delhi, 2005
3. Marakas, George M., “Decision Support System”, Prentice Hall of India, 2<sup>nd</sup> Edition, New Delhi, 2003
4. Jatinder, N.D. Gupta, Guissepi.A.Forgionne, Manuel Mora., “Intelligent Decision Support System: Foundations, Applications and Challenges”, Springer, London, 2006.

**Objective:**

- To enable the students to understand the concepts and methods of E- Commerce
- To develop an understanding of the current practice and opportunities in E-Commerce

**MODULE – I****15**

Foundations of E-Commerce: Framework, Scope, Driving Forces, Impact, Benefits & Limitations. Basic Technology of the Internet & E-Commerce.

Online Business Models: Components, Various Business Models, Characteristics of B2B Model – Buyer, Supplier, and Intermediate oriented Marketplace, Virtual Corporation, Networking and Online services to business.

**MODULE – II****15**

Retailing in E-Commerce: Business Models to E-marketing, Direct Marketing, Online Customer Service, Electronic Intermediaries, and Procedure of Internet Shopping & Impact of E-Commerce on Traditional Retailing System.

Web Advertisement: Methods, Strategies, Intelligent agents and Online Catalogs.

**MODULE – III****15**

Electronic Payment System: Protocols, Security Schemes, Credit & Debit Card System, Electronic Fund Transfer, Smart Card, E-Cash, Electronic Check System, Unified Payment System. Prospects for Electronic Payment System.

E- Commerce Security: Accelerating Need, Basic Security Issues, Types of Threats & Attacks, Managing & Securing E- Commerce Communication & Networking.

**TOTAL:45****REFERENCE BOOKS**

1. Turban, Efraim, Lee, Jae and David King, Michael Chung H., “Electronic Commerce: A Managerial Perspective”, Prentice Hall of India, New Delhi, 2007.
2. Rayport, Jeffrey F, and Jaworski, Bernard J., “Introduction to E-Commerce”, Tata McGraw Hill, New Delhi, 2003
3. Turban, King, Lee, Vienhand., “ Electronic Commerce 2004 – A Managerial Perspectives”, Pearson Education, New Delhi, 2008.
4. Award, Elias M., “Electronic Commerce – From Vision to Fulfillment”, Prentice Hall of India., New Delhi, 2003.
5. Elsenpeter, Robert C., “E-Business: A Beginner’s Guide”, Tata McGraw Hill, New Delhi, 2001.

## 11MB046 ENTERPRISE RESOURCE PLANNING

3 0 0 3

### Objective:

- To introduce the basic concepts of ERP, and recent advances.
- To familiarize students with managerial issues in selection and implementation of ERP systems.

### MODULE – I

18

Introduction: Business Functions, Business Processes, Functional Areas Inter dependency, Need for integration and Reliability of Data. Growth of ERP Market

Evolution of ERP: Legacy Systems, MRP, MRP II, ERP. ERP architecture, characteristics of ERP, Structure of ERP, Practices in ERP.

ERP Systems Options and Selection in House-Development, Best of Breed, Customization, Full Vendor System. Technology Selection, Vendor Selection Criteria, Evaluation and Selection Methods.

### MODULE – II

12

ERP Vendors: SAP, ORACLE, PEOPLESOFT, BAAN RAMCO, QAD

Functional Modules in SAP/R3, ORACLE.

ERP for Small and Medium Enterprises (SME).

ERP Domain Expertise.

Advances in ERP: SCM, CRM, Industry – Specific Variants.

### MODULE – III

15

Web Enabled ERP, Software as a Service Model.

Implementation of ERP: Costs – Benefits, Issues, Problems, Customization Vs Adopting Vendor Software, Role of Consultants, Phased Implementation, Critical Success factors

**TOTAL :45**

### REFERENCE BOOKS

1. Altekar, R V., “Enterprise wide Resource Planning: Theory and Practice”, Prentice Hall of India, New Delhi, 2008.
2. Olson, and David, L., “Managerial issues of Enterprise Resource Planning Systems”, Tata McGraw Hill, New Delhi, 2008.
3. Monk, Brady J, E F, and Wagner, B J., “Concepts in Enterprise Resource Planning”, Second Edition, Thomson Asia, Singapore, 2006.
4. Gary A Langan Walter., “Enterprise Resource Planning and Beyond”, CRC Press, London, 2000.
5. Robert Jacobs F and David Clay Whybark., “Why ERP – A Primer on SAP Implementation”, McGraw Hill, New Delhi, 2000.



**Objective:**

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

**MODULE – I****15**

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.

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.

**MODULE – II****15**

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.

Knowledge Transfer and Knowledge Sharing: Transfer as a Step in the Process, Transfer Methods, Role of Internet in Knowledge Transfer, Knowledge Transfer in the e-world.

**MODULE – III****15**

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.

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

**TOTAL:45****REFERENCE BOOKS**

1. Awad, Elias M, and Ghazini, Hassan M., "Knowledge Management", Pearson Education, New Delhi, 2004.
2. Fernandez, Irma Becerra, Gonzalez, Avelino and Sabberwal, Rajiv., "Knowledge Management Challenges, Solutions and Technologies", Prentice Hall of India, New Delhi, 2004.
3. Kimball, Ralph, and Ross, M., "The Data Warehouse Tool Kit, The Complete Guide to Dimensional Modeling", Second Edition, Wiley and Sons, New York, 2002.
4. Madan Mohan Rao., "Knowledge Management Tools and Techniques: Practioners and Experts Evaluate KM Solutions", Bulterworth-Heinemann, London, 2004.
5. Barnes, S., "Knowledge Management Systems: Theory and Practice", Thomson Learning, Singapore, 2002.

**Objective:**

- To understand the various testing tools and their purpose.
- To understand the role of software testing in assuring an acceptable outcome from software projects.

**MODULE – I****15**

Building a Software Testing Environment: Building Software Testing Strategy, Strategic Risks, Economics of Testing, Organizational Issue, Structured Approach to Software Testers.  
Establishing a Software Testing Methodology: Defects, Reduce the Cost, Verification and Validation, Functional and Structural Testing, Considerations in Developing Testing Methodologies.

**MODULE – II****15**

Determining Software Testing Techniques: Tools Selection Process, Selecting Techniques / Tools, Structured System Testing Techniques  
Techniques and Tools: Functional System Testing Techniques, Unit Testing Techniques, Functional Testing and Analysis, Test Factor/Test Technique Matrix.  
Selecting and Installing Software Testing Tools: Testing Tools, Selecting and Using the Tools.

**MODULE – III****15**

Steps in Testing Process, Cost of Computer Testing, Organizing for Testing, Test Plan, Verification and Validation, Analyzing and Reporting, Acceptance and Operational Testing, Post Implementation Analysis.  
Testing Specialized Systems and Application Overview: Client/ Rapid Application Development, Adequacy of System Documentation, Server System, Web Based Systems, Off the Shelf Software, Multi Platform Environment.

**TOTAL:45****REFERENCE BOOKS**

- 1 Perry, William E., “Effective Methods for Software Testing”, Wiley Publishing Inc., New York, 2006.
- 2 Boris Beizer., “Software Testing Techniques”, Dream-tech Press, New Delhi, 2002.
- 3 Patton, Ron., “Software Testing”, Sams Publisher, New Delhi, 2006.
- 4 Jorgenson, P C., “Software Testing: A craft Man’s Approach”, CRC Press, London, 2002.
- 5 Lousie Tamers., “Introduction to Software Testing”, Pearson Education, New York, 2002.

## 11MB049 SOFTWARE PROJECT AND QUALITY MANAGEMENT

3 0 0 3

### Objective:

- To gain an understanding of handling software projects.
- To understand the quality management in software development.

### MODULE – I

15

Introduction: Meaning and Definition, Competencies, Product Development Techniques, Project Management Skills, Product Development Life Cycle, Software Development Process and models, The SEI CMM, International Organization for Standardization.

Managing Domain Processes, Project Selection Models, Project Portfolio Management, Financial Processes, Selecting a Project Team, Goal and Scope of the Software Project.

### MODULE – II

12

Project Planning: Creating the Work Breakdown Structure, Approaches, Project Milestones, Work Packages, Building a WBS for Software.

Software Development: Tasks and Activities - Software Size and Reuse Estimating, Estimating Duration and Cost: Steps, COCOMO - A Regression Model, COCOMO II, SLIM - A Mathematical Model

Organizational Planning, Project Roles and Skills Needed, Assigning Responsibilities.

### MODULE – III

18

Scheduling Activities: Organizational Form and Structure, Types of Software Development Dependencies, Brain storming dependencies and activities.

Scheduling Fundamentals: PERT and CPM, Leveling Resource Assignments, Mapping to a Real Calendar, Critical Chain Scheduling.

Quality Assurance: Quality, Requirements, The SEI CMM, Guidelines, Challenges, Quality Function Deployment, Software Quality Assurance Plan.

Software Configuration Management: Principles, Requirements, Planning and Organizing, Tools, Benefits, Legal Issues

**TOTAL:45**

### REFERENCE BOOKS

1. Robert T Futrell, Donald F Shafer, and Linda I Safer, “Quality Software Project Management”, Pearson Education, New Delhi, 2006.
2. Pankaj Jalote., “Software Project Management in Practice”, Pearson Education, New Delhi, 2002.
3. Hughes., “Software Project Management”, Fourth Edition, Tata McGraw-Hill, New Delhi, 2006.
4. Stellman, Andrew, and Greene, Jannifer., “Applied Software Project Management,” O’reilly Meida Inc., USA, 2006.
5. Gopalswamy, Ramesh., “Managing Global Software Project”, Tata McGraw Hill, New Delhi, 2002.

## 11MB051 ADVANCED OPTIMIZATION TECHNIQUES

2 1 0 3

### Objectives:

- To expose the students to various non linear, integer and genetic algorithms used in optimization problems.

### MODULE – I

16

Introduction: Classification of Optimization Problems, Application of Optimization, Concepts of Design Vector, Design Constraints, Constraints Surface, Objective Function Surfaces and Multi-Level Optimization.

Karmakar's Method of Solving L. P. Problem, Quadratic Programming, Non-Linear Programming – Unconstrained Optimization Techniques, Basics of Constrained Optimization.

### MODULE – II

15

Integer Linear Programming Methods and Application, Introduction to Integer Non-Linear Programming, Basics of Geometric Programming.

Multi-Objective Optimization Methods and Application.

### MODULE – III

14

Separable Programming and Stochastic Programming - Formulation of Problems. Introduction to Genetic Algorithms, Neural Network Based Optimization and Optimization of Fuzzy Systems.

**TOTAL: 45**

### REFERENCE BOOKS

1. Taha, Hamdy A., "Operations Research: an Introduction", Fourth Edition, Macmillan Company, London, 2008.
2. Panneerselvam, R., "Operations Research", PHI Learning Private Limited, New Delhi, 2009.
3. Ravindran Philips Solberg., "Operations Research – Principles and Practice", John Wiley and Sons, New York, 2004.
4. Hillier, Fredrick S and Liberman, G J., "Introduction to Operations Research", Tata McGraw-Hill, New Delhi, 2008.
5. Wayne L Winston., "Operations Research", Thomson Learning, Singapore, 2007.
6. Stevenson, William and Ozgur, Ceyhun, "Introduction to Management Science", Tata McGraw Hill, New Delhi, 2007.

## 11MB052 BUSINESS PROCESS RE-ENGINEERING

3 0 0 3

### Objective:

- To help students understand Business processes
- To familiarize the students with the concept of Organizational Transformation and Business Process Re-Engineering.
- To enable the students understand the methodology to redesign processes and implement them.

### MODULE – I

15

**Introduction:** Business Processes – Managing Key Business Processes – Understanding and Measuring Existing Processes – Choosing the process to be redesigned.

### MODULE – II

15

**Business Process Redesign:** Analyzing the Process – Redesigning the Process – Evaluating the changed Process – Information Technology as an enabler – Stages of Maturity of Business Process – Organizational Issues in BPR implementation.

### MODULE – III

15

Case Studies in BPR implementation

**TOTAL:45**

### REFERENCE BOOKS

1. Rajneesh Kapur, “Business Process Redesign”, Global Business Press, New Delhi 1995.
2. Michael Hammer and James Champy, “Re-engineering the Corporation”, Nicholas Brealey Publishing Limited, Rupa & Co 1995.
3. Jayaraman, M.S.Natarajan, Ganesh Angaramanujam “Business process reengineering”, Tata McGrawhill, 2007
4. R.Radhakrishnan, “ Business Process Reengineering Text & Cases”, Prentice Hall
5. Mike Robson & Philip Ullah, “Business Process Reengineering”, Gower Publishing Ltd, England.

## 11MB053 INFORMATION TECHNOLOGY IN OPERATIONS

3 0 0 3

### Objectives:

- To enable the students to understand the use of computers in manufacturing activities.
- To help students appreciate the use of Information Technology in various aspects of Operations Management.

### MODULE – I

16

Introduction: IT usage in Operations; Trends - Dependence of Modern Manufacturing – Advantages and Challenges.

Computers in Product and Process Design, Design Automation: CAD, Product Data Management (PDM), Computer Aided Engineering (CAE), Design for Manufacture and Assembly (DFMA), Computer Aided Process Planning (CAPP), Computer Software for Facility Layout.

### MODULE – II

16

Computers in Production: Automation, Industrial Robots, NC/CNC Machines, Flexible Manufacturing Systems (FMS), Automated Storage and Retrieval Systems (AS/RS) Technology for Shop-Floor Data Collection, Computer Aided Inspection.

Information Technology for Planning: Planning for Materials and Capacity Resources, MRP, BOM, MPS, Capacity Requirements Planning - Manufacturing Resources Planning.

### MODULE – III

13

Enterprise Resource Planning (ERP), Manufacturing in the Internet Era: Supply Chain Management (SCM) Software, IT in Logistics, Electronic Data Interchange, E – commerce, CRM Software, Impact on Operations.

**TOTAL:45**

### REFERENCE BOOKS

1. Rchg, James A and Kracbben, Henry W., “Computer Integrated Manufacturing”, Third Edition, Prentice Hall of India, New Delhi, 2005.
2. Groover, Mikell P., “Automated Production Systems and Computer Integrated Manufacturing”, Third Edition, Pearson High Education, Singapore, 2008.
3. Kevin Ace, John Clemons and Mark Cubine., “Information Technology for Manufacturing: Reducing Costs and Expanding Capabilities”, CRC Press, New York, 2003.
4. Franjo, Cecelja., “Manufacturing Information and Data Systems, Analysis, Design and Practice”, Bulter-worth & Heinemann, London, 2001.
5. Alex N Beavers., “Roadmap to the e-factory”, Auerbach, London, 2001.

## 11MB054 LEAN MANUFACTURING

3 0 0 3

### Objective:

- To understand the principles behind Lean Manufacturing philosophy
- To familiarize students with various Lean Manufacturing techniques implemented in Toyota Production.

### MODULE – I

15

**Introduction:** Operational excellence as a strategy, eliminating waste, TPS House, 14 Principles of Toyota way

Application of Toyota way in New Product Development: Development of Lexus and Prius Cars

Toyota way Principle: - Long Term Philosophy

### MODULE – II

15

**Toyota Way Principles Relating To Processes** Continuous flow, Pull Systems, Level Work Load, Stopping the line to fix quality problems, Standardization of Tasks, Visual controls, 5S Principles, Using Reliable and tested technologies.

### MODULE – III

15

**People Principles & Becoming A Learning Organization:** People Related Principles: Grooming Leaders, Developing Teams and Working with Suppliers as Partners

Approach to Problem Solving: Go and See For Yourself, Consensus Decision Making. Deep Reflection and Continuous Improvement.

Toyota way in Service Organizations: Value Stream Maps, Kaizen workshops

Building a Learning Enterprise the Toyota way

**TOTAL:45**

### REFERENCE BOOKS

1. Liker., “The Toyota Way”, Tata McGraw Hill, New Delhi, 2004.
2. Monden R., “Toyota Production Systems – An Integrated Approach to Just-in-time”, EMP Books, 1998.
3. Larry Rubrich and Madelin Watson., “Implementing World Class Manufacturing”, Second Edition, WCM associates, 2004.
4. Womack, Jones and Ross., “The Machine that Changed the World”, Macmillan International, London, 2005.
5. Dennis P. Hobbs, “ Lean Manufacturing Implementation: A complete Execution manual for any size manufacturer”, J.Ross Publishing, 2003

**Objective:**

- To understand the Total Quality Management principles and the various tools available to achieve Total Quality Management.
- To understand the statistical approach for quality control.
- To create an awareness about the Quality management certification and its need for the industries.

**MODULE – I****15**

**Quality Systems:** Definition of Quality, Dimensions of Quality, Quality Planning, Quality costs , Basic concepts of Total Quality Management, Historical Review. Need for ISO 9000 and Other Quality Systems, ISO 9000:2008 Quality System – Elements, Implementation of Quality System, Documentation, Quality Auditing, TS 16949 - Concept, Requirements and Benefits, QS-9000 – Concept, Requirements and Benefits. Introduction to ISO 14000, ISO 18000, ISO 20000, ISO 22000.

**MODULE – II****15**

**TQM Principles:** Principles of TQM, Leadership – Concepts, Quality Council, Quality Statements, Strategic Planning, Deming Philosophy, Barriers to TQM Implementation. Customer satisfaction – Customer Perception of Quality, Customer Complaints, Customer Retention, Employee Involvement – Motivation, Empowerment, Teams, Recognition and Reward, Performance Appraisal, Benefits. Continuous Process Improvement – Juran Trilogy, PDSA Cycle, 5S, Kaizen, Supplier Partnership – Partnering, sourcing, Supplier Selection, Supplier Rating, Relationship Development, Performance Measures – Basic Concepts.

**MODULE – III****15**

**TQM Tools:** The seven tools of quality, Statistical Fundamentals – Measures of central Tendency and Dispersion, Population and Sample, Normal Curve, Control Charts for variables and attributes, Process capability, Concept of six sigma, New seven Management tools, Poka Yoke. Benchmarking – Reasons to Benchmark, Benchmarking Process, Quality Function Deployment (QFD) – House of Quality, QFD Process, Benefits, Taguchi Quality Loss Function, Total Productive Maintenance (TPM) – Concept, Improvement Needs, FMEA – Stages of FMEA.

**TOTAL:45****REFERENCE BOOKS**

1. Dale H.Besterfield et al, “Total Quality Management”, Third edition, Pearson Education, 2008
2. Subburaj Ramasamy, “Total Quality Management”, Tata McGraw Hill, New Delhi, 2007.
3. Feigenbaum. A.V, “Total Quality Management”, Tata McGraw Hill, New Delhi, 1999.
4. Suganthi L, Samuel A Anand , “Total Quality Management”, PHI Learning, ISBN 978-81-203-2655-2, New Delhi.
5. James R.Evans & William M.Lindsay, “The Management and Control of Quality”, Seventh Edition, South-Western (Thomson Learning), 2007.



## 11MB056 OPERATIONS CONTROL

3 0 0 3

### Objectives:

- To enable the students to understand the role of “Control” in operations Management.
- To introduce the processes used in Production Planning, Manpower Planning and Maintenance functions.
- To familiarize the students with Cost Control.

### MODULE – I

16

Basic Control Process, Purpose and Nature of Control, Structure of Control, Processes of Control, Control of Operations: Inputs, Processes and Outputs.

Production Planning and Control: Objectives, Functions of PPC: Estimating, Routing, Scheduling, Loading, Dispatching, Expediting. PPC for Job shop, Batch and Mass Production, Line of Balance, Theory of Constraints and Production Control.

### MODULE – II

14

Manpower Planning and Control: Job Design, Methods Analysis, Flow Process Chart, Man, Machine Chart, Work Place Design, Multi – Skilling, Employee Motivation, Labour Standards, Incentive Schemes.

### MODULE – III

15

Maintenance Management: Scope, Types of Maintenance, Cost of Maintenance, Selection of Maintenance Policy, Safety Management.

Cost Control: Costs: Direct, Indirect, Fixed, Variable, Costing Methods: Standard Costing, Activity Based Costing, Variances: Sales Volume, Production Volume, Price, Efficiency, Causes of Variances, Variance Analysis for Control.

**TOTAL:45**

### REFERENCE BOOKS

1. Anthony, Govindarajan., “Management Control Systems”, Tenth Edition, Tata McGraw-Hill, New Delhi,2007
2. Panneerselvam., “Production and Operations Management”, Second Edition, Prentice Hall of India, New Delhi, 2008.
3. Nair N G., “Production and Operations Management”, Tata McGraw Hill, New Delhi, 2007.
4. Horngren, Foster and Datar., “Cost Accounting – A Managerial Emphasis”, Tenth Edition, Prentice Hall of India, New Delhi, 2007.
5. Vollmann, Berry and Whybark., “Manufacturing Planning and Control for Supply Chain Management”, Fifth Edition, Tata McGraw-Hill, New Delhi, 2005.
6. Chary, S N., “Production and Operations Management”, Fourth Edition, Tata McGraw-Hill Ltd, New Delhi, 2009.

## 11MB057 PURCHASING AND MATERIALS MANAGEMENT

3 0 0 3

### Objective:

- To explain to the students about the organization of Purchase function.
- To explain the concepts of Materials and Stores Management.
- To help the students apply various quantitative techniques in Materials Management.

### MODULE – I

15

Purchasing Functions, Relationship of Purchasing Department with other Departments, Procurement, Supply Management Activities, Purchasing Objectives and Policies, Operating Procedures, Purchasing Cycles. Objectives of materials management, organization of material function.

Supply Sources: Importance of Source Selection, Vendor Development and Maintenance, Vendor Rating, Competitive Bidding, Selecting the Source.

### MODULE – II

15

Negotiation: Objectives, Process, Techniques, Price Negotiation, Contract Management, purchasing of capital goods, seasonal commodities, insurance spares.

Materials Planning.

Materials Codification: Evolution of Codes, Classification, Methodology, Advantages

Standardization: Definition, Specification, Advantages, Techniques.

Pricing Principles: Economic Consideration in Determining the Right Price, Price Analysis, Discounts

### MODULE – III

15

Warehousing Management, Stores Management, Incoming Material Control, Stores Documentation & Accounting, Materials Management Information System.

Quantitative Techniques in Materials Management, Legal Aspects of Buying, Buyer-Seller Relationship and Ethics.

**TOTAL:45**

### REFERENCE BOOKS

1. Chatterjee, S., “Applied Materials Management”, Sage Publications, New Delhi, 2004
2. Tony Arnold, J. R. and Chapman, Stephen N., “Introduction To Materials Management”, Prentice Hall, New Jersey, 2003.
3. Gopalakrishnan, P and Sundaresan, M., “Material Management: An Integrated Approach”, Prentice Hall of India, New Delhi, 2001.
4. Datta, A K., “Materials Management Procedures: Text and Cases”, Prentice Hall of India, New Delhi, 2001.
5. Gopalakrishnan, P., “Purchasing and Materials Management”, Tata McGraw-Hill, New Delhi, 2004.

## 11MB058 SERVICE OPERATIONS MANAGEMENT

3 0 0 3

### Objective:

- To understand the nature of service.
- To learn the fundamentals of designing a service.
- To learn to manage the service system and measure its performance.

### MODULE – I

15

Understanding Services: Role of Services in the Economy, Nature of Services, Service Strategy.  
Designing the Service Enterprise: New Service Development, Service Blue Print, Technology in Services, Service Quality, Process Improvement in Service Encounter.

### MODULE – II

15

Supporting Facility and Process Flows, Service Facility Location  
Managing Service Operations: Managing Capacity and Demand, Managing Waiting Lines, Service Supply Relationships. Growth and Globalization of Services, Managing Projects.

### MODULE – III

15

Quantitative Models for Service Management: Capacity Planning and Queuing Models, Forecasting Demand for Services, Managing Facilitating Goods.  
Service Productivity and Measurement of Performance: Data Envelopment Analysis, Scoring Systems.

**TOTAL:45**

### REFERENCE BOOKS

1. Fitzsimmons, J A and Fitzsimmons, Mona J., “Service Management: Operations, Strategy and Information Technology”, Sixth Edition, McGraw-Hill, New Delhi, 2001.
2. Metters, King Metters and Pullman., “Successful Service Operations Management”, Thomson Learning, New Delhi, 2005.
3. Davis, M and Heinke, J., “Managing Services”, McGraw Hill, New Delhi, 2003.
4. Hacksever, Render, Russell and Murdick., “Service Management and Operations”, Second Edition, Prentice Hall of India, New Delhi, 2007.
5. Zeithaml and Bitner., “Service Marketing: Integrating Customer Focus Across the Firm”, Third Edition, McGraw Hill, New York, 2003.

## 11MB059 SUPPLY CHAIN AND LOGISTICS MANAGEMENT

3 0 0 3

### Objectives:

- To help the student to visualize how a good supply chain and logistics will create competitive advantage.
- To explain to the students about the key drivers of supply chain performance.
- To enable the students to understand the analytical tools necessary to solve supply chain problems.

### MODULE – I

15

Supply Chain: Fundamentals, Importance, Decision Phases, Process View, Supply Chain Performance: Drivers, Structuring Supply Chain.

Distribution Network Design – Role, Factors Influencing network, Options, Value Addition. Models for Facility Location and Capacity planning.

Network Design: Impact of uncertainty, Decisions using Decision trees. Distribution Center Location Models. Supply Chain Network optimization models.

### MODULE – II

15

Overview of Demand forecasting in the supply chain, Aggregate planning, Managing Predictable Variability. Managing supply chain cycle inventory, Uncertainty, Safety Inventory, Determination of Optimal level of product availability, Coordination in the Supply Chain.

### MODULE – III

15

Transportation System – Evolution, Infrastructure and Networks. Freight Management – Route Planning – Containerization. Modal Characteristics and Transport Economies. Ocean Carrier Management, Import-Export Logistics Management.

E-Business – Framework and Role of Supply Chain in e- business and B2B practices. Supply Chain IT Framework. International Supply chain. Software Packages in Supply Chain, GPS, tracking system.

**TOTAL:45**

### REFERENCE BOOKS

1. Chopra, Sunil and Meindl, Peter, “Supply Chain Management”, Prentice Hall, New Jersey, 2006.
2. David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi and Ravi Shankar, “Designing and Managing the Supply Chain”, Third Edition, Tata McGraw-Hill Ltd, New Delhi, 2008.
3. Shapiro, Jeremy F., “Modeling and Supply Chain”, Thomson Learning, Singapore, 2001.
4. Burt, David N., Donald W. Dobler, Stephen L. Starling, “World Class Supply Management: The Key to Supply Chain Management”, McGraw-Hill, New York, 2002.
5. Sople Vinod V, “Logistics Management – The Supply Chain Imperative”, Pearson Education, New Delhi, 2004.

## 11MB061 MANAGEMENT OF BANKS AND FINANCIAL INSTITUTION

3 0 0 3

### Objectives:

- The students would be able to acquire knowledge about the various functions associated with banking
- To know about the practice and procedures relating to deposit and credits.

### MODULE – I :

15

**Indian Financial Systems:** Recent Development in the Indian Financial System – Market Structure and Financial Innovation, RBI, SEBI, IRDA, their major functions. Types of Banking - Retail Banking: Approach – Product – Marketing etc – Wholesale Banking – International Banking – CIBIL – Basel II – Banking Codes and Standard Boards.

### MODULE – II

15

**Functions of Banks:** Deposits: Banker – Customer Relations – Know Your Customer (KYC) Guidelines – Different Deposit Products – Services Rendered by Banks – Mandate and Power of Attorney . Banker’s Lien – Right of Set Off – Garnishee Order – Income Tax Attachment Order etc. Payment and Collection of Cheque – duties and Responsibilities of Paying and Collecting Banker – Protection Available to Paying and Collecting Banker Under NI Act – Endorsements – Forged Instruments – Bouncing of Cheques and their Implications – Opening of Accounts for Various Types of Customers – Minors – Joint Account Holders – HUF – Firms – Companies – Trusts – Societies – Govt. and Public Bodies Importance of AML.

### MODULE – III

15

Functions of Bank: Credit Principles of Lending – Various Credit Products, Facilities – Working Capital and Term Loans – Credit Appraisal Techniques – Approach to Lending – Credit Management – Credit Monitoring – NPA Management  
Different Types of Documents: Documentation Procedures – Stamping of Documents Securities – Different Modes of Charging – Types of Collaterals and their Characteristics Priority Sector Lending – Sectors – Targets – Issues/ Problems – Recent Developments – Financial Inclusion.  
Agriculture / SMEs / SHGs / SSI / Tiny Sector Financing: New Products & Services – Factoring, Securitisation, Bancassurance, Mutual Funds etc – Credit Cards, Home Loans, Personal Loans, Consumer Loans – Brief Outline of Procedures and Practices - Ancillary Services: Remittances, Safe Deposit Lockers etc.

**TOTAL: 45**

### REFERENCE BOOKS

- 1 IIBF., “Principles and Practices of Banking”, MacMillan India Ltd, 2<sup>nd</sup> Edition 2012.
- 2 Koch W Timothy and Scott S Macdonald, “Bank Management” Thomson (South- Western), Bangalore 2008
- 3 Srinivasan NP and Saravanavel, P., Development Banking in India and Abroad, Kalyani Publications, Ludhiana, 2007.

## 11MB062 BANKING TECHNOLOGY MANAGEMENT

3 0 0 3

### Objectives:

- To enable students to get an insight into banking technology.
- To expose the student to modern banking environment and operating process.

### MODULE – I

15

**Branch Operations and Delivery Channels:** Introduction and Evolution of Bank Management- Technological Impact in Banking Operations – Electronic banking-core banking –electronic products  
**Distribution Channels:** Overview – Automated Teller Machines – Anywhere Anytime Banking – Internet Banking (Corporate and Personal) – Mobile Banking – Payment Gateways – Card Technologies – MICR Electronic Clearing.

### MODULE – II

15

**Inter Bank Payment System:** Interface With Payment System Network - Structured Financial Messaging System – Electronic Fund Transfer System – Plain Text (telex or Data Communication)- SWIFT – RTGS – Negotiated Dealing Systems and Securities Settlement System – Information System Security and Disaster Management – Protecting the Confidentiality and Secrecy of Data.

### MODULE – III

15

**Back Officer Operations and Contemporary Issues in Banking Techniques:** Bank Back Office Management – Inter Branch Reconciliation – Treasury Management – Forex Operation – Risk Management – Data Centre Management – Network Management.  
Analysis of Rangarajan Committee Reports – E Banking Budgeting – Banking Softwares.

**TOTAL: 45**

### REFERENCE BOOKS

- 1 Jessica Keyes Auerbach, “Financial Services Information Systems”, Publication: 2<sup>nd</sup> Edition (2000)
- 2 Kaptan S S & Choubey N S., E, “Indian Banking in Electronic Era”, Sarup & Sons, New Delhi, 2003.
- 3 Vasudeva, “E – Banking” , Common Wealth Publishers, New Delhi 2005.
- 4 Turban Rainer Potter, “Information Technology”, John Wiley & Sons Inc.
- 5 “Banking Technology”– Indian Institute of Bankers Publication.

## 11MB063 LEGAL & REGULATORY ASPECTS OF BANKING

3 0 0 3

### Objectives:

- The candidates would be able to acquire knowledge in
- The Legal & Regulatory framework of the banking system
- The Various Laws and Enactments Affecting Day to Day Banking Operations.

### MODULE – I

15

**Regulations and Compliance:** The questions in this section will be with reference to legal issues and problems, A. Provisions of RBI Act 1935, Banking Regulation Act 1949 Banking Companies (Acquisition and transfer of undertakings Act 1970 & 1980) B. Government and RBI's powers, Opening of New Banks And Branch Licensing - Constitution of Board Of Directors and Their Rights - Banks Share Holders And Their Rights - CRR / SLR Concepts - Cash / Currency Management - Winding Up - Amalgamation and Mergers - Powers to Control Advances - Selective Credit Control - Monetary and Credit Policy - Audit And Inspection - Supervision and Control - Board for Financial Supervision - Its Scope And Role - Disclosure of Accounts And Balance Sheets - Submission of Returns to RBI Etc - Corporate Governance.

### MODULE – II

15

**Legal Aspects of Banking Operations:** Case Laws on Responsibility of Paying /Collecting Banker, Indemnities / Guarantees - Scope and Application - Obligations of A Banker - Precautions And Rights-Laws Relating to Bill Finance, LC And Deferred Payments - Laws Relating to Securities - Valuation of Securities - Modes of Charging Securities - Lien, Pledge, Mortgage, Hypothecation Etc - Registration of Firms/Companies - Creation of Charge and Satisfaction of Charge.

### MODULE – III

15

**Banking Related Laws:** Law of limitation, Provisions of Bankers Book Evidence Act, Special features of Recovery of Debts Due to Banks and Financial Institutions Act, 1993 (a) TDS, (b) Banking Cash Transaction Tax, (c) Service Tax, (d) Asset Reconstruction Companies. The Securitisation and Reconstruction of Financial Assets and Enforcement of Security Interest Act, 2002 (a) The Consumer Protection Act, 1986, (b) Banking Ombudsman, (c) Lok Adalats (d) Lender's Liability Act

**TOTAL:45**

### REFERENCE BOOKS

1. IIBF., "Legal and Regulatory Aspects of Banking", MacMillan Publisher India Ltd, 2<sup>nd</sup> Edition, 2012.
2. N.S.Toor, Arundeeep Singh., "Legal and Regulatory Aspects of Banking" Jain Book, 7<sup>th</sup> Edition, 2012.
3. M. L. Tannan., "Tannans Banking Law and Practice in India", Jain Book, 22<sup>nd</sup> Edition, 2008
4. R. K. Gupta., "Banking Law and Practice", Jain Books, 2<sup>nd</sup> Edition, 2012.
5. S. Gurusamy., "Banking Theory; Law and Practice", Tata McGrew Hill, 2009.

## 11MB303 BUSINESS PLANNING AND SIMULATION LABORATORY

0 0 4 2

### Objectives:

- To help students practice the use of excel software for Business Simulation.
- To provide students experience in strategic decision-making in a simulated business environment.

### MODULE – I 20

**Simulation Using Excel:** Random Number generation with probability distribution – Discrete distribution with two outcomes and more than two outcomes – Simulation of waiting lines – Inventory Analysis using simulation.

### MODULE – II 20

**Business Simulation:** Simulation of Strategic Decision making for 3 Business periods covering functional areas of Marketing, Production and Finance using SMARTSIMS or equivalent software.

### MODULE – III 20

**Business Simulation 6 Experiments:** Additional 3 Business periods covering multifunctional areas. Using SMARTSIMS or equivalent software.

**TOTAL:60**

### REFERENCE BOOKS

1. Stevenson & Ozgur, “Management Science with Work sheets”, Tata McGraw Hill 2008.
2. Smartsims – User manual, Tata McGraw Hill – [www.smartsims.com](http://www.smartsims.com)



## 11MB401 APPLICATION OF RESEARCH METHODS IN MANAGEMENT

3 0 0 3

### Objective:

- To enable the students to know about the information needs for Conducting Research
- To introduce the Concept of Scientific Research and the methods of conducting Scientific Enquiry
- To familiarize students in the area of application of Statistical Tools in Business Research
- To enable the students to prepare Business Report & present them to Top Management People

### MODULE – I

15

Introduction to Research: Types of Research, Research Process for Applied and Basic Research, Problem Definition and Objective Formulation. Research Design: Exploratory, Descriptive and Casual Research Design

Fundamentals of Measurement and Scaling: Measurement of Variables, Developing Scales, Validity Testing, Reliability Testing, Stability Measures

### MODULE – II

15

Data Collection Methods: Primary Data Collection Methods, Guidelines for Questionnaire Design, Secondary and Special Data Collection Methods, Advantages and Disadvantages of Various Data Collection Methods, When to Use? – Data Preparation: Editing, Coding, Transcribing, Data Cleaning. Sampling Techniques: Probability and Non-Probability Sampling Methods, Determination of Sample Size, Hypothesis Development and Testing.

### MODULE – III

15

Multivariate Statistical Techniques: Basic Theoretical Framework on Discriminant Analysis Factor Analysis, Cluster Analysis, and Conjoint Analysis

Research Report: Basics of Written Report, Purpose, Contents, Graphical Presentation, Synopsis, Essence of Oral Presentation.

**TOTAL:45**

### REFERENCE BOOKS

1. Kothari C.R, “Research Methodology Methods & Techniques”, New Age International (p) Limited, New Delhi, Reprint 2010
2. Panneerselvam R., “Research Methodology”, PHI Learning Private Limited, 2009.
3. Srivastava T.N., Shailaja Rego, “ Business Research Methodology”., Tata McGraw Hill India Ltd, 2010
4. Cooper, Bonald R and Schindler, Pamela S., “Business Research Methods”, Ninth Edition, Tata McGraw-Hill, New Delhi, 2007
5. Zikmund, William G., “Business Research Methods”, Seventh Edition, Thomson Learning, New Delhi, 2006
6. Nargundkar, Rajendra., “Marketing Research: Text and Cases”, Second Edition, TataMcGraw-Hill, New Delhi, 2007
7. Malhotra, Naresh K., “Marketing Research – An Applied Orientation”, Fifth Edition, Pearson Education, New Delhi, 2007
8. Uma Sekaran., “Research Methods for Business”, Fourth Edition, Wiley India, New Delhi, 2006

## 11MB402 INTERNATIONAL BUSINESS MANAGEMENT

3 0 0 3

### Objective:

- To enable the students to understand the fundamental theories of International business.
- To familiarize the students to the various aspects of International business environment.
- To provide competence to the students on making International business decisions.
- To enable the students to understand the financial and promotional facilities available for exporters.

### MODULE – I

15

Conceptual Foundation Of International Business: Definition – Drivers of International Business – Domestic Vs. International Business – International Orientations (EPRG Framework) – Evolution Stages of Companies in Internationalization – International Business Decisions – Trade and Investment Theories – Foreign Direct Investment , India’s Experience-Globalization , Implications , Challenges – Protectionism, Tariff Barriers, Non Tariff Barriers, Cartels, State Trading.

### MODULE – II

15

International Business Environment: Trade Blocks, Forms of Integration, EU, SAARC, ASEAN, MFN – Trade Liberalization, WTO – Economic, Political, Cultural and Technological Environments.

International Marketing Management: Market Entry Strategies – Product Decisions, International Pricing, Marketing Channels, International Promotion – International Organization and Human Resource Management.

### MODULE – III

15

International Monetary Environment and FOREX Management: Balance of Payment – Foreign Exchange Market, Determination of Exchange Rate, Exchange Rate Systems, Convertibility of Currency, Exchange Risk and Management, Basics of FEMA.

Indian Trade Policy: India’s Trade Policy – Export Promotion, Incentives and Schemes, EOU, Special Economic Zones, Export Houses – Financing Foreign Trade – Export Procedures.

**TOTAL:45**

### REFERENCE BOOKS

1. Cherunilam, Francis., “International Business”, Fourth Edition, Prentice Hall of India, New Delhi, 2007.
2. Aswathappa, K., “International Business”, Second Edition, Tata McGraw-Hill, New Delhi, 2007.
3. Hodgetts, Richard M., Luthans, Fred and Doh., “International Management”, Sixth Edition, Tata McGraw- Hill, New Delhi, 2007.
4. Hill, Charles W L and Jain, Arun Kumar., “International Business”, Fifth Edition, Tata McGraw-Hill, New Delhi, 2006.
5. Daniels, John D and Radebaugh, Lee H., “International Business”, Fifth Edition, Pearson Education, New Delhi, 2003.
6. Onkvisit & Shaw., “International Marketing”., Analysis and Strategy, 3<sup>rd</sup> Edition, Prentice Hall of India, 2011

## 11MB403 SPSS LABORATORY

0 0 4 2

### Objective:

- To provide hands-on experience to the students on
- Managing research data
- Analyzing research data by various techniques
- Interpreting the output of the analysis.

### MODULE – I

20

Creating and Editing a Data File

Managing Data: Listing cases, replacing missing values, computing new variables, recoding variables, exploring data, selecting cases, sorting cases, merging files

Graphs: Creating and editing graphs and charts

Frequencies: Frequencies, bar charts, histograms, percentiles

Descriptive Statistics: Measures of central tendency, variability, deviation from normality, size, and stability

Cross tabulation and Chi-Square Analysis

The MEANS Procedure

Bivariate Correlation: Bivariate correlations, partial correlations, and the correlation matrix

### MODULE – II

20

The t Test: Independent-samples, paired-samples and one-sample tests

One-Way ANOVA

Two-Way Analysis of Variance

Simple Linear Regression,

Multiple Regression Analysis

### MODULE – III

20

Nonparametric Procedures,

Multidimensional Scaling ,

Factor analysis

Conjoint analysis

Cluster Analysis

Discriminant Analysis

MANOVA and MANCOVA

**TOTAL:60**

### REFERENCE BOOKS

1. Darren George, Paul Mallery, “SPSS for Windows Step-by-Step: A Simple Guide and Reference”, Eighth Edition, Pearson Education, 2008.
2. Andy Field, “Discovering Statistics Using SPSS”, SAGE Publications, 2006
3. Gerber, Susan B., Finn, Kristin Voelkl , “Using SPSS for Windows” ,Springer, 2005
4. “Use For SPSS Practices -Brief Guide 13.0” , www.spss.com