

**KONGU ENGINEERING COLLEGE, PERUNDURAI, ERODE – 638 052**  
( Autonomous )

**MASTER OF BUSINESS ADMINISTRATION**  
**CURRICULUM**

(For the candidates admitted from academic year 2014 – 15 onwards)

**SEMESTER – I**

Course Code	Course Title	Hours / Week			Credit	Maximum Marks		
		L	T	P		CA	ESE	Total
	<b>THEORY</b>							
<a href="#">14MBT11</a>	<a href="#">Principles of Management</a>	3	0	0	3	40	60	100
<a href="#">14MBT12</a>	<a href="#">Organizational Behaviour</a>	3	0	0	3	40	60	100
<a href="#">14MBT13</a>	<a href="#">Statistics for Management</a>	3	1	0	4	40	60	100
<a href="#">14MBT14</a>	<a href="#">Managerial Economics</a>	3	0	0	3	40	60	100
<a href="#">14MBT15</a>	<a href="#">Financial and Management Accounting</a>	3	1	0	4	40	60	100
<a href="#">14MBT16</a>	<a href="#">Legal Aspects of Business</a>	3	0	0	3	40	60	100
<a href="#">14MBT17</a>	<a href="#">Business Communication</a>	3	0	0	3	40	60	100
	<b>PRACTICAL</b>							
<a href="#">14MBL11</a>	<a href="#">Business Application Software Laboratory</a>	0	0	4	2	100	0	100
<a href="#">14MBL12</a>	<a href="#">Professional Skill Development Laboratory I</a>	0	0	4	2	100	0	100
<b>Total</b>					<b>27</b>			

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>							
<a href="#">14MBT21</a>	<a href="#">Applied Operations Research</a>	3	1	0	4	40	60	100
<a href="#">14MBT22</a>	<a href="#">Marketing Management</a>	3	0	0	3	40	60	100
<a href="#">14MBT23</a>	<a href="#">Financial Management</a>	3	0	0	3	40	60	100
<a href="#">14MBT24</a>	<a href="#">Human Resource Management</a>	3	0	0	3	40	60	100
<a href="#">14MBT25</a>	<a href="#">Production and Operations Management</a>	3	0	0	3	40	60	100
<a href="#">14MBT26</a>	<a href="#">Management Information System</a>	3	0	0	3	40	60	100
<a href="#">14MBT27</a>	<a href="#">Application of Research Methods in Management</a>	3	0	0	3	40	60	100
	<b>PRACTICAL</b>							
<a href="#">14MBL21</a>	<a href="#">Decision Modeling Laboratory</a>	0	0	4	2	100	0	100
<a href="#">14MBL22</a>	<a href="#">Professional Skill Development Laboratory II</a>	0	0	4	2	100	0	100
<b>Total</b>					<b>26</b>			

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**CURRICULUM**

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**SEMESTER – III**

Course Code	Course Title	Hours / Week			Credit	Maximum Marks		
		L	T	P		CA	ESE	Total
	<b>THEORY</b>							
<a href="#">14MBT31</a>	<a href="#">Strategic Management</a>	3	0	0	3	40	60	100
	<a href="#">Elective – I (Professional)</a>	3	0	0	3	40	60	100
	<a href="#">Elective – II (Professional)</a>	3	0	0	3	40	60	100
	<a href="#">Elective – III (Professional)</a>	3	0	0	3	40	60	100
	<a href="#">Elective – IV (Professional)</a>	3	0	0	3	40	60	100
	<a href="#">Elective – V (Professional)</a>	3	0	0	3	40	60	100
	<b>PRACTICAL</b>							
14MBP31	Summer Project	0	0	0	2	0	100	100
14MBP32	Social Project	0	0	2	1	50	50	100
<a href="#">14MBL31</a>	<a href="#">Data Analysis Laboratory</a>	0	0	4	2	100	0	100
<a href="#">14MBL32</a>	<a href="#">Professional Skill Development Laboratory III</a>	0	0	4	2	100	0	100
<b>Total</b>					<b>25</b>			

CA – Continuous Assessment, ESE – End Semester Examination

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

Social Project has to be undertaken for a period of 30 hours. It should be directed towards societal problems and may be done in groups of maximum three students.

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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>							
	<a href="#"><u>Elective – VI (Open)</u></a>	3	0	0	3	40	60	100
	<b>PRACTICAL</b>							
14MBP33	Project Work	0	0	24	12	100	100	200
<b>Total</b>					<b>15</b>			

CA – Continuous Assessment, ESE – End Semester Examination

**Total Credits: 93**

**LIST OF PROFESSIONAL ELECTIVES**

Course Code	Course Title	Hours/Week			Credit
		L	T	P	
<b>SEMESTER III</b>					
<b>FINANCE</b>					
<a href="#">14MBE01</a>	<a href="#">Behavioural Finance</a>	3	0	0	3
<a href="#">14MBE02</a>	<a href="#">Financial Derivatives</a>	3	0	0	3
<a href="#">14MBE03</a>	<a href="#">Insurance and Risk Management</a>	3	0	0	3
<a href="#">14MBE04</a>	<a href="#">International Financial Management</a>	3	0	0	3
<a href="#">14MBE05</a>	<a href="#">Merchant Banking and Financial Services</a>	3	0	0	3
<a href="#">14MBE06</a>	<a href="#">Mergers, Acquisitions and Restructuring</a>	3	0	0	3
<a href="#">14MBE07</a>	<a href="#">Project Finance</a>	3	0	0	3
<a href="#">14MBE08</a>	<a href="#">Security Analysis and Portfolio Management</a>	3	0	0	3
<a href="#">14MBE09</a>	<a href="#">Working Capital Management</a>	3	0	0	3
<b>HUMAN RESOURCE</b>					
<a href="#">14MBE10</a>	<a href="#">Industrial Relations and Labour Welfare</a>	3	0	0	3
<a href="#">14MBE11</a>	<a href="#">Labour Legislation</a>	3	0	0	3
<a href="#">14MBE12</a>	<a href="#">Managerial Behaviour and Effectiveness</a>	3	0	0	3
<a href="#">14MBE13</a>	<a href="#">Organizational Change and Intervention Strategy</a>	3	0	0	3
<a href="#">14MBE14</a>	<a href="#">Performance Management</a>	3	0	0	3
<a href="#">14MBE15</a>	<a href="#">Strategic Human Resource Management and Development</a>	3	0	0	3
<a href="#">14MBE16</a>	<a href="#">Training and Development</a>	3	0	0	3
<a href="#">14MBE17</a>	<a href="#">Wage and Salary Administration</a>	3	0	0	3
<b>MARKETING</b>					
<a href="#">14MBE18</a>	<a href="#">Advertising and Promotion Management</a>	3	0	0	3
<a href="#">14MBE19</a>	<a href="#">Brand Management</a>	3	0	0	3
<a href="#">14MBE20</a>	<a href="#">Consumer Behaviour</a>	3	0	0	3
<a href="#">14MBE21</a>	<a href="#">Customer Relationship Management</a>	3	0	0	3
<a href="#">14MBE22</a>	<a href="#">Managing Distribution Channels</a>	3	0	0	3
<a href="#">14MBE23</a>	<a href="#">Retail Management</a>	3	0	0	3
<a href="#">14MBE24</a>	<a href="#">Rural Marketing</a>	3	0	0	3
<a href="#">14MBE25</a>	<a href="#">Sales Management</a>	3	0	0	3
<a href="#">14MBE26</a>	<a href="#">Services Marketing</a>	3	0	0	3

<b>SYSTEMS</b>					
<a href="#"><u>14MBE27</u></a>	<a href="#"><u>Business Application Development using Web Technologies</u></a>	3	0	0	3
<a href="#"><u>14MBE28</u></a>	<a href="#"><u>Data Warehousing and Data Mining</u></a>	3	0	0	3
<a href="#"><u>14MBE29</u></a>	<a href="#"><u>Database Management System</u></a>	3	0	0	3
<a href="#"><u>14MBE30</u></a>	<a href="#"><u>Decision Support System</u></a>	3	0	0	3
<a href="#"><u>14MBE31</u></a>	<a href="#"><u>Enterprise Resource Planning</u></a>	3	0	0	3
<a href="#"><u>14MBE32</u></a>	<a href="#"><u>Knowledge Management</u></a>	3	0	0	3
<b>OPERATIONS</b>					
<a href="#"><u>14MBE33</u></a>	<a href="#"><u>Product Design</u></a>	3	0	0	3
<a href="#"><u>14MBE34</u></a>	<a href="#"><u>Lean Manufacturing</u></a>	3	0	0	3
<a href="#"><u>14MBE35</u></a>	<a href="#"><u>Operations Control</u></a>	3	0	0	3
<a href="#"><u>14MBE36</u></a>	<a href="#"><u>Purchasing and Materials Management</u></a>	3	0	0	3
<a href="#"><u>14MBE37</u></a>	<a href="#"><u>Service Operations Management</u></a>	3	0	0	3
<a href="#"><u>14MBE38</u></a>	<a href="#"><u>Supply Chain and Logistics Management</u></a>	3	0	0	3
<b>BANKING MANAGEMENT</b>					
<a href="#"><u>14MBE39</u></a>	<a href="#"><u>Management of Banks and Financial Institutions</u></a>	3	0	0	3
<a href="#"><u>14MBE40</u></a>	<a href="#"><u>Banking Technology Management</u></a>	3	0	0	3
<a href="#"><u>14MBE41</u></a>	<a href="#"><u>Legal and Regulatory Aspects of Banking</u></a>	3	0	0	3
<b>INTERNATIONAL BUSINESS</b>					
<a href="#"><u>14MBE42</u></a>	<a href="#"><u>International Business Management</u></a>	3	0	0	3
<a href="#"><u>14MBE43</u></a>	<a href="#"><u>Export Documentation and Procedures</u></a>	3	0	0	3

**LIST OF OPEN ELECTIVES**

<b>Course Code</b>	<b>Course Title</b>	<b>Hours/Week</b>			<b>Credit</b>
		<b>L</b>	<b>T</b>	<b>P</b>	
<b>SEMESTER IV</b>					
<a href="#">14MBO01</a>	<a href="#">Personal Finance</a>	3	0	0	3
<a href="#">14MBO02</a>	<a href="#">Entrepreneurship and Innovation</a>	3	0	0	3
<a href="#">14MBO03</a>	<a href="#">Corporate Ethics, Social Responsibility and Governance</a>	3	0	0	3
<a href="#">14MBO04</a>	<a href="#">Quality Management</a>	3	0	0	3
<a href="#">14MBO05</a>	<a href="#">Event Management</a>	3	0	0	3
<a href="#">14MBO06</a>	<a href="#">Big Data Analytics</a>	3	0	0	3
<a href="#">14MBO07</a>	<a href="#">Environmental Management</a>	3	0	0	3
<a href="#">14MBO08</a>	<a href="#">Stress Management</a>	3	0	0	3
<a href="#">14MBO09</a>	<a href="#">E Commerce</a>	3	0	0	3

## 14MBT11 PRINCIPLES OF MANAGEMENT

3 0 0 3

### UNIT – I

9

**Management Overview:** Evolution of Management-Process of Management-Approaches to Management-Management Roles and functions. External Environmental and Social Responsibility – Ethics in managing.

### UNIT – II

9

**Planning:** Meaning importance of Planning-Steps In Planning-Types of Plans-Objectives-Management by Objectives (MBO)-Strategies-Policies and Planning Premises.

### UNIT – III

9

**Decision Making:** Process, Steps, Types of Decisions, Organizing: Meaning – Organization Structure-Departmentation-Authority and Span of Control- Delegation and Decentralization-Line and Staff Relationship

### UNIT - IV

9

**Staffing:** Sources of Recruitment-Selection Process-Performance Appraisal-Training and Development-Managing Change.

### UNIT - V

9

**Leading:** Concepts and Theories-Team and Group Decision Making-Communication. Controlling-Control Process-Control Preventive Control-Management by Walking Around (MBWA).

**TOTAL:45**

### REFERENCE BOOKS:

1. Koontz Harold and Heinz Weihrich, "Essentials of Management - An International and Leadership Perspective" , Tata McGraw Hill, Nineth Edition, 2012.
2. Robbins and Coutter, "Management", Prentice Hall of India, 2012.
3. Jeff Madura, "Fundamentals of Business", Cengage Learning, 2012.
4. Stoner, Freeman and Gilbert, "Management", Prentice Hall of India, 2011.
5. Hellriegel, Jackson and Slocum, "Management- A Competency Based Approach", Thomson-Southwestern, 2012.
6. P.C.Tripathi and P.N.Reddy, "Principles of Management", Tata McGraw Hill, 5th Edition 2012.

### Course Outcomes:

On completion of the course the students will be able to

- identify planning requirements, and be able to strategise in order to frame policies
- understand the decision making process and be conversant with implementing decisions
- comprehend staffing parameters and have a clear idea about the recruitment process
- communicate effectively through oral and written presentations



## 14MBT12 ORGANIZATIONAL BEHAVIOUR

3 0 0 3

### UNIT – I

9

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

### UNIT – II

9

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

### UNIT – III

9

**Organizational Culture:** Role, Elements of Organizational Culture-Organizational Culture and Performance-Changing and Strengthening Culture-Organizational Socialization-matching people with culture.

### UNIT – IV

9

**Conflict Process:** Sources of Conflict-Structural approach to Conflict Management-Resolving conflict through Negotiation. Organizational Dynamics: Organizational Change- Forces for change, managing resistance to change - Organization Development

### UNIT – V

9

**Organizational Theories:** 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”, Pearson Education, 2013.
2. Mcshane L. Steven, Von Glinow Mary, and Ann Sharma R. Radha, “Organizational Behaviour”, Tata McGraw Hill, 2012.
3. Luthans Fred, “Organizational Behaviour”, Tata McGraw Hill, 2013.
4. Dash Chandra Sekhar, “Organizational Behaviour”, International Book House, 2013.
5. Kumar Meenakshi, “Organizational Behaviour”, Vikas Publication, 2012.

### Course Outcomes:

On completion of the course the students will be able to

- exhibit understanding of the fundamental theories of organizational behavior
- implement motivational techniques and understand group behaviors
- acquaint of organizational culture and employee relations
- implement change effectively and understand the importance of leadership and power

**UNIT - I****9**

**Data and Descriptive Statistics:** 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.

**UNIT – II****9**

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

**UNIT – III****9**

**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.

**UNIT – IV****9**

**Non-Parametric Methods:** Sign test for paired data – Mann – Whitney U test (Small and Large samples) and Wilcoxon Signed Rank Test (Small and Large samples), Kruskal Wallis Test Spearman Rank correlation.

**UNIT – V****9**

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

**Lecture: 45, Tutorial: 15, TOTAL: 60****REFERENCE BOOKS:**

1. Naval Bajpai, "Business Statistics", Pearson Education, 2010.
2. Anderson, Sweeney and Williams, "Statistics for Business and Economics", Cengage Learning, 11<sup>th</sup> Edition.
3. Lind, Marchal and Wathern, "Statistical Techniques in Business and Economics", Tata McGraw Hill Education, 13<sup>th</sup> Edition.
4. G.C. Beri, "Business Statistics", Tata McGraw Hill Education, 3<sup>rd</sup> Edition.
5. Jaggiah and Kelly, "Business Statistics", Tata McGraw Hill Education, 2013.

**Course Outcomes:**

On completion of the course the students will be able to

- understand the meaning and use of statistical terms used in business statistics
- present and/or interpret data in tables and charts
- understand and apply descriptive statistical measures to business situations
- understand and apply probability distributions to model different types of business processes
- understand and apply statistical inference techniques (including statistical estimation and hypothesis testing) in business situations
- understand and apply simple linear regression analysis

**UNIT – I****9**

**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.

**UNIT – II****9**

**Demand and Supply Analysis:** Demand - Law of Demand, Supply - Law of Supply, Market Equilibrium, Elasticity of Demand. **Theory of Production and Cost:** Production Theory, Types of Inputs, Production Functions and Types, Producer's Equilibrium, Return to Scale.

**UNIT – III****9**

**Cost Concepts:** Costs – Types, Average and Marginal Costs in the Short Run and Long run, 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.

**UNIT – IV****9**

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

**UNIT – V****9**

**Money Supply and Inflation:** Demand and Supply of Money, Inflation, Cause and Measuring of Inflation. **Business Cycles:** Features and Phases of Business Cycles, 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, 2011.
2. Christopher R. Thomas, and Charles Maurice, “Managerial Economics”, Tata McGraw Hill, 11th Edition, 2012.
3. N.Gregory Mankiw, “Principles of Economics”, Cengage Learning, 7th Edition, 2013.
4. Samuelson and Nordhaus, “Economics”, Tata McGraw Hill, 19th Edition, 2009.
5. Ahuja HL, “Economic Environment of Business”, S.Chand, 2010.
6. Paul Keat and Philip Young, “Managerial Economics”, Pearson Education, 7th Edition, 2013.

**Course Outcomes:**

On completion of the course the students will be able to

- list the different goals and constraints that firms face
- apply the economic way of thinking to individual decisions and business decisions
- explain the principles and determinants of supply and demand
- explain how prices adjust to shifts in the determinants of the underlying supply and demand structures as well as how to take these shifts into account in decision making for firms
- measure the responsiveness of consumers' demand to changes in the price of a good or service, the price of other goods and services, and income

**UNIT-I****9**

**Introduction:** Financial, Cost and Management Accounting – Generally accepted accounting principles, Conventions and Concepts – Balance Sheet and Related concepts – Profit and Loss account and related concepts – An overview of Accounting Standards in India.

**UNIT-II****9**

**Company Accounts:** Meaning of Company – Maintenance of Books of Account – Statutory Books – Profit or Loss Prior to Incorporation – Final Accounts of Company – Alteration of Share Capital – Preferential Allotment, Employees stock option – Buyback of securities.

**UNIT-III****9**

**Ratio Analysis:** Liquidity Ratios – Profitability Ratios – Activity Ratios – Solvency Ratios. Fund Flow Statement - Cash Flow Statement – Preparation of Cash Flow Statement as per AS 3

**UNIT-IV****9**

**Cost Accounting:** Cost Accounting – Meaning and Objectives – Classifications of Cost – Elements of Costs. Marginal Costing: Marginal Costing – Cost Volume Profit Analysis – Break Even Analysis

**UNIT-V****9**

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

**Lecture: 45, Tutorial: 15, TOTAL: 60****REFERENCE BOOKS:**

1. S.N.Maheswari, Suneel K Maheswari, Sharad K Maheswari, “A Text Book of Accounting for Management”, Vikas Publishing House Private Limited, 2013.
2. Sanjay Dhamija, “Financial Accounting for Managers”, Pearson Education, 2012.
3. M.Y.Khan and P.K. Jain, “Management Accounting, Text, Problems and Cases”, Tata McGraw Hill, 2012.
4. S.P.Jain, K.L. Narang and Simi Agrawal, “Accounting For Management”, Kalyani Publishers, 2009.
5. Satish B Mathur, “Accounting for Management”, Tata McGraw Hill Publishers, 2011.

**Course Outcomes:**

On completion of the course the students will be able to

- acquire the skills to prepare the financial statements, namely Trading Accounts, Profit and Loss Account and Balance Sheet
- obtain the skills to prepare the Cost Statement
- measure the application of Ratio Analysis in Financial Statement
- acquire the skills to prepare the fund flow statement and cash flow statement
- acquire to skills to prepare the various Budgets
- inculcate the skills to prepare the marginal costing and its application in decision making

**UNIT– I****9**

**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.

**UNIT - II****9**

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

**UNIT - III****9**

**Negotiable Instruments Act:** Concept of Negotiable Instruments, Importance –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.

**UNIT - IV****9**

**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.

**UNIT – V****9**

**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 and Sons, 2011.
2. Tulsian P C, “Business Law”, Tata McGraw Hill, 2014.
3. Akhileshwar Pathak, “Legal Aspects of Business”, Tata McGraw Hill, 2006.
4. Gulshan S S, “Mercantile Law”, Excel Books, 2009.
5. Bose D. Chandra,” Business Law”, PHI Learning Private Limited, 2010.

**Course Outcomes:**

On completion of the course the students will be able to

- demonstrate a thorough working knowledge of contract law
- apply knowledge of law in business activities
- identify, solve legal issues in business environment

**UNIT– I****9**

**Communication:** An Overview – The importance of written communication in business today, Tips on effective Sentence Constructions. **Basic Business Writing:** Using 21<sup>st</sup> century business language, Structuring Documents and Presentation, display of business documents.

**UNIT - II****9**

**Routine Business Communication:** Enquiries, Replies - Quotations, Estimates and Tenders – Orders & their fulfilment – Invoicing and Settlement of Accounts – Letters requesting Payments – Credit and Status Enquiries.

**UNIT - III****9**

**General Business Correspondence:** Internal Correspondence – Secretarial and Administrative Correspondence – Meeting Documentation – Personnel Correspondence – Reports & Proposals.

**UNIT - IV****9**

**Creative and Persuasive Documents:** Specific Writing skills for Complaints, goodwill creation, Notices, Advertisements, Information Sheet, Circulars, Sales letter, Press release and business plan.

**UNIT – V****9**

**Electronic Communication:** E-mail Writing and its etiquettes – Writing for Websites, blogs and social networking – Customer care online. Building customer relations through written communication

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

1. Taylor Shirley, “Model Business Letters, Emails and Other Business Documents”, Pearson Education India, 7<sup>th</sup> Edition, New Delhi.
2. Sharma R.C. and Krishna Mohan, “Business Correspondence and Report Writing – A practical approach to business and technical communication”, Tata McGraw-Hill, 4th Edition.
3. Raymond V Lesikar, John D Pettit, and Mary E Flatly, “ Lesikar’s Basic Communication”, , Tata McGraw-Hill, 11th Edition, 2009.
4. Sanjay Kumar and Pushp Lata, “Communication Skills”, Oxford University Press, 1st Edition.
5. Meenakshi Raman and Prakash Singh, “Business Communication”, Oxford University Press, 2nd Edition.

**Course Outcomes:**

On completion of the course the students will be able to

- equip with the modern business writing for business situations
- use email effectively and write clear, concise messages
- write content of websites, blogs and social media
- compose creative and persuasive documents

**UNIT– I** **12**

**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.

**UNIT II** **12**

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

**UNIT III** **12**

**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 and Contra Vouchers. Report generation: Trading And Profit & Loss A/C- Trial Balance - Balance Sheet - Ratio Analysis - Fund Flow- Cash Flow Statements.

**UNIT IV** **12**

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

**UNIT – V** **12**

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

**TOTAL: 60****REFERENCE BOOKS:**

1. John Walkenbach, Herb Tyson, Michael R. Groh, Faithe Wempen and Lisa A. Buck ,”Microsoft Office 2010 Bible”, Wiley India Private Limited, 2010.
2. Suzanne Weixel, Faithe Wempen and Catherine Skintik, ”Learning Microsoft Office 2010 Deluxe” , Prentice Hall, 2010.
3. Narmata Agarwal, “Financial Accounting on Computer using Tally”, Dream Tech Press, 11<sup>th</sup> Reprint Edition, 2004.
4. Kogent Solutions Inc., “Tally 9 in Simple Steps”, Wiley India Private Limited, 2013.
5. Vikas Gupta, “Comdex Computers and Financial Accounting with Tally 9.0”, Dream Tech Press, 2007.

**Course Outcomes:**

On completion of the course the students will be able to

- demonstrate basic knowledge in creating Word documents and producing mail merge
- create presentation and gain working knowledge of using clip art to enhance ideas and information in a PowerPoint presentation
- create and design a spreadsheet for general office use
- demonstrate and apply skills for data entry, report generation, managing of inventory and payroll using an accounting software package

**14MBL12 PROFESSIONAL SKILL DEVELOPMENT LABORATORY I**

**0 0 4 2**

**UNIT- I**

**12**

Reading Aloud- Reading passages from news paper, Magazine and business reports

**UNIT- II**

**12**

Vocabulary Building, Reading Personal introduction.

**UNIT - III**

**12**

Compile/ Prepare, Read/Present- Business related materials.

**UNIT - IV**

**12**

Seminar- Current affairs and Business concepts.

**UNIT – V**

**12**

Conversation practice/ One to One Debate/Answering skills (Probing for answers)

**TOTAL: 60**

**REFERENCE BOOKS:**

1. Pushp Lata and Sanjay Kumar, “Communicate or Collapse”, Prentice Hall of India, 2010.
2. Friederike Klippel, “Keep Talking”, Cambridge University Press, 2010.
3. <http://esl.about.com/>

**Course Outcomes:**

On completion of the course the students will be able to

- understand the need of reading comprehension and identify their present abilities
- exhibit different reading skills in dealing with varied reading comprehension tasks
- learn how to draft and deliver effective dialogues
- learn the key features of good debate and how to prepare text for or against the topic
- master the skills to become a good conversationalist



**UNIT– I****9**

**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: LP formulation for various business problems, finding initial basic feasible solution using simplex method, understanding simplex table and interpreting optimal table. (Solving using simplex method is covered separately in practical course)

**UNIT – II****9**

**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.

**UNIT– III****9**

**Decision Theory:** Decision making under risk - EMV approach - Decision Trees, Decision making under uncertainty. Game Theory: Definition of game, payoff and two person zero sum game , maximin-minimax principle, saddle point, 2 X 2 games without saddle point, graphical method for  $2 \times n$  or  $m \times 2$  games.

**UNIT– IV****9**

**Sequencing:** Sequencing of 'n' jobs and '2' machines – Johnson's rule - 'n' jobs and '3' Machines - 'n' jobs and 'm' machines. Project management: Constructing network- CPM vs. PERT, finding critical path, calculating floats, PERT analysis.

**UNIT– V****9**

**Waiting Line Models:** Structure of waiting line system - Queuing models - Single channel waiting model with poisson arrivals, Exponential service times – Single Server – infinite population. **Replacement theory:** Replacement Policy for Equipment which deteriorate gradually (without time value of money) - Replacement of items that fail suddenly.

**Lecture: 45, Tutorial: 15, TOTAL: 60****REFERENCE BOOKS:**

1. Paneerselvam R, "Operations Research", PHI Learning Private Limited, 2<sup>nd</sup> Edition, 2014.
2. Sharma J.K, "Operations Research - Theory and Application", Macmillan India, 2012.
3. Vohra N.D, "Quantitative Techniques in Management", TMH Publishing Co. Ltd, 2010.
4. Taha Hamdy A, "Operations Research – An Introduction", Pearson Education, 2010.
5. Anderson, David R, Sweeney, Dennis J and Williams Thomas A, "Introduction to Management Science", Thomson Learning, 2009.
6. Pradeep Prabhakar Pai, "Operations Research – Principles and Practice", Oxford Higher Education, 2013.
7. Levine M and Krehbiel. C, "Quantitative Techniques for Management", Pearson, 2013.

**Course Outcomes:**

On completion of the course the students will be able to

- identify and develop Linear Programming models from the verbal description of the real system
- explain clearly basic concepts of linear programming, apply graphical method in solving problems and understand simplex method
- understand and apply techniques to solve Transportation and assignment problems
- apply basic mathematical techniques in Project management models and sequencing problems
- analyze and solve basic mathematical models of decision making under different environments and games with strategic considerations
- understand and apply basic techniques to solve (M/M/1) : ( $\infty$  / FCFS) waiting line problems

**UNIT - I****9**

**Core Marketing:** Concepts and Approaches – Marketing Environment – Micro and Macro – Marketing in a Globalized Economy – Value Delivery – Marketing Research – Market Segmentation – Targeting – Positioning

**UNIT - II****9**

**Consumer Buying Behaviour:** Models – Consumer Decision Making Process – Model - Concepts and Classification of Products – New Product Development – Product Life Cycle – Major Product Decisions Product Line and Mix

**UNIT – III****9**

**Branding Strategies:** Brand – Branding Strategies - Packing and Labeling – Pricing Strategies – Pricing Policies and Methods – Marketing Channels – Nature – Functions - Types and Intermediaries – Retailing - Wholesaling

**UNIT – IV****9**

**Promotion Mix:** Advertising - Objectives – measuring Effectiveness – Media Selection – Personal Selling Sales Promotion Tools and Techniques – Publicity and Public relations

**UNIT – V****9**

**Marketing and Services:** Concept and Service – Product Vs Service – Customer Relationship Social Ethical and Legal Aspects of Marketing – E-marketing and Recent Developments in Marketing.

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

1. Ramasamy and Namakumari, “Marketing Management – Indian Context – Global Perspective”, McGraw Hill Publication, Fifth Edition.
2. Philip Kotler and Gary Armstrong, "Principles of Marketing", Prentice Hall, 12th Edition, 2008.
3. Philip Kotler, Gary Armstrong, Prafulla Y. Agnihotri and Ehsan ul Haque, “Principles of Marketing: A South Asian Perspective”, Pearson Prentice Hall, New Delhi, 2010.
4. Paul Baines, Chris Fill and Kelly Page, “Marketing”, Oxford, Asian Edition, 2013.
5. Ramaswamy V.S and Namakumari S, “Marketing Management Global Perspective: Indian Context”, Macmillan Publishers India Ltd, New Delhi, 2009.
6. William M. Pride and O.C. Ferrell, “Marketing Concepts and Strategies”, Houghton Mifflin Company, 2007.

**Course Outcomes:**

On completion of the course the students will be able to

- understand the importance of marketing function in an organization
- understand the competitive nature of current markets
- recognize that successful organizations are ones which are creative in communicating and delivering value
- understand the importance of customers for an organization

**UNIT – I****9**

**Financial Management:** Scope, Functions, Goals, Risk Return trade off, Agency Problem, Time Value of Money, Future Value and Present Value of Money.

**UNIT – II****9**

**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.

**UNIT – III****9**

**Long Term Sources of Finance:** 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.

**UNIT – IV****9**

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

**UNIT - V****9**

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

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

1. Pandey I M, “Financial Management”, Vikas Publishing House, Tenth Edition, 2011.
2. Khan M Y and Jain P K, “Financial Management: Text, Problems and Cases”, Tata McGraw-Hill Education Private Limited, Sixth Edition, 2012.
3. Chandra Prasanna, “Financial Management: Theory and Practice”, Tata McGraw-Hill Education Pvt Limited, Eighth Edition, 2011.
4. Brealey, Myers, Allen, “Principles of Corporate Finance”, McGraw hill Education, Eleventh Edition, 2014.
5. Ross Westerfield and et al, “ Mc Graw hill Education, Corporate Finance: Core Principles and Applications”, Third Edition, 2014 .

**Course Outcomes:**

On completion of the course the students will be able to

- analyze and manage risk, knowledge of the functions and operation of financial management
- demonstrate proficiency in investment valuation techniques
- understand the value impact of capital structure
- understand how dividend policy can influence the share prices
- possess the techniques of managing day to day finance in an organization

**UNIT – I****9**

**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

**UNIT – II****9**

**Source of Recruitment:** Selection – Process, Methods, Use of tests in selection – Induction – Placement. Elements of Wage and Salary administration - Principles and techniques of wage fixation, Job evaluation, Incentive schemes

**UNIT – III****9**

**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.

**UNIT – IV****9**

**Morale:** Importance of morale - Employee attitudes, behaviour, their impact on employee productivity. Employee Motivation methods – Empowerment: Process – Benefits. Work environment - terms and conditions of employment

**UNIT – V****9**

**Fatigue:** Safety – Accident prevention, Industrial Relations - HR outsourcing – HRIS – Management of Turnover – Workforce rationalization – Managing separation – Employee Retention – HR Accounting & Audit

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

1. V.S.P. Rao, “Human Resource Management”, Excel Books, New Delhi, Third Edition, 2010.
2. Biswajeet Pattanayak, “Human Resource Management”, Prentice Hall of India, 2008.
3. Aswathappa, “Human Resource Management”, Tata McGraw Hill, New Delhi, 2010.
4. Robert L. Mathis and John H. Jackson., “Human Resource Management”, Thomson Publications, 12<sup>th</sup> Edition, 2008.
5. Bernardin H John, “Human Resource Management – An Experiential Approach”, Tata McGraw Hill, 5<sup>th</sup> Edition, 2009.

**Course Outcomes:**

On completion of the course the students will be able to

- reflect on the importance of HRM in the current scenario
- demonstrate of techniques in employee selection and training
- exhibit skill in employee development and appraisal
- ensure effective employee behavior and safety in the organization

**UNIT– I**

9

**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

**UNIT–II**

9

**Aggregate Planning:** Definition, Strategy and Techniques. **Capacity Planning:** Defining and Measuring Capacity, Steps in Capacity Planning, Forecasting Capacity requirements, Developing and evaluating capacity alternatives. **Facility Location:** Factors Affecting Decision, Methods for evaluating alternative locations. **Facility Layout:** Product, Process Layout, Cellular Lay Out, Fixed Position Lay Out, Characteristics and Merits of the Different Layouts

**UNIT– III**

9

**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)

**UNIT– IV**

9

**Dependent Demand and Independent Demand:** Basic EOQ and EBQ Models (problem), P System and Q System - ABC Analysis (problem) ,Materials Requirements Planning, MRP II / ERP Lean Manufacturing: 7 Wastes, JIT – Techniques: KANBAN, Single Piece Flow, SMED

**UNIT–V**

9

**Time Study:** Standard Time (Problem), MTM, Work Sampling (problem) – Line Balancing (problem), Need for controlling quality – Quality systems –ISO, Six Sigma, TQM. Quality Control Techniques: Control Charts and Acceptance Sampling

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

1. W J Stevenson, “Operations Management”, McGraw Hill, 9<sup>th</sup> Edition, 2009.
2. Kanishka Bedi, “Production and Operations Management”, Oxford Press, 3<sup>rd</sup> Edition, 2013.
3. Gaither and Frazier, “Operations Management”, Cengage Learning, 9<sup>th</sup> Edition, 2011.
4. R. Panneerselvam, “Production and Operations Management”, PHI Learning, 3<sup>rd</sup> Edition, 2012.
5. S N Chary, “Production and Operations Management”, McGraw Hill, 5<sup>th</sup> Edition, 2012.

**Course Outcomes:**

On completion of the course the students will be able to

- demonstrate an understanding of production management system and its interactions with other functions
- comprehend the techniques useful in efficient product design
- display an understanding of the factors that influence the strategic planning decisions in production management
- apply appropriate forecasting techniques to different business situations
- apply appropriate techniques for managing inventory
- demonstrate an understanding of work measurement and quality control techniques

**UNIT – I****9**

**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.

**UNIT – II****9**

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

**UNIT – III****9**

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

**UNIT – IV****9**

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

**UNIT – V****9**

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

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

1. O'Brien James A, and M Marakas George, "Management Information Systems", McGraw- Hill Higher Education, 10<sup>th</sup> Edition, 2011.
2. Laudon Kenneth C and Laudon Jane P, "Essential of Management Information Systems", Prentice Hall of India, 13<sup>th</sup> Edition, 2013.
3. Oz Effy, "Management Information Systems", Cengage Learning India Pvt. Ltd, 6<sup>th</sup> Edition, 2013.
4. Haag, Cummings and Mccubbrey, "Management Information Systems for the Information Age", Tata McGraw-Hill, 9<sup>th</sup> Edition, 2013.
5. John McManus and Trevor Wood-Harper, "Information Systems Project Management", Pearson Education, 2010.

**Course Outcomes:**

On completion of the course the students will be able to

- apply knowledge of MIS to enhance organizational effectiveness
- demonstrate understanding of organizational aspects of the information systems
- gain knowledge on effective applications of information systems in business
- develop an understanding of and apply technical aspects of management information systems, especially those related to the development of information systems

**UNIT - I****9**

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

**UNIT - II****9**

**Fundamentals of Measurement and Scaling:** Measurement of Variables, Developing Scales, Validity Testing, Reliability Testing, Stability Measures. 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, Selection of Methods.

**UNIT - III****9**

**Data Preparation:** Editing, Coding, Transcribing, Data Cleaning. Sampling Techniques: Probability and Non-Probability Sampling Methods, Determination of Sample Size, Hypothesis Development and Testing.

**UNIT – IV****9**

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

**UNIT - V****9**

**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 and Shailaja Rego, “ Business Research Methodology”, Tata McGraw Hill India Ltd, 2010.
4. Cooper Bonald R and Schindler Pamela S, “Business Research Methods”, Tata McGraw-Hill, Nineth Edition, 2007.
5. Zikmund William G, “Business Research Methods”, Thomson Learning, New Delhi, Seventh Edition,2008.
6. Nargundkar Rajendra, “Marketing Research: Text and Cases”, TataMcGraw-Hill, New Delhi, Second Edition, 2010.
7. Malhotra Naresh K, “Marketing Research – An Applied Orientation”, Pearson Education, New Delhi, Fifth Edition, 2007.
8. Uma Sekaran, “Research Methods for Business”, Wiley India, New Delhi, Fourth Edition, 2006.

**Course Outcomes:**

On completion of the course the students will be able to

- understand the scientific research process in business
- identify suitable research design for business research
- understand the fundamentals of measurement scales
- select an appropriate data collection method
- understand various sampling methods
- understand and prepare a good research proposal

**UNIT - I****12**

Advance Functions of Spreadsheet: Formating cells and ranges, working with list. Worksheet functions. Pivot Tables, Goals Seek, Scenario, Solver

**UNIT – II****12**

Application of spreadsheet in Operation Research: Linear Programming – Understanding Simplex Method, Product Mix, Media Selection. Transportation / Assignment – Distribution, Sales Force Management

**UNIT – III****12**

Application of spreadsheet in Operation Management: Inventory Models / MRP - Line Balancing

**UNIT – IV****12**

Application of spreadsheet in Financial Management: Ratio Analysis, Break Even Analysis

**UNIT – V****12**

Application of spreadsheet in Investment & Portfolio Management. 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, 2012 .
2. Paneerselvam R, “Operations Research”, PHI Learning Private Limited, 2009.
3. Gaither, Norman and Frazier Greg, “Operations Management”, Cengage Learning, Nineth Edition, 2012.
4. Khan M Y and Jain P K, “Management Accounting – Text, Problems & Cases”, Tata McGraw Hill, 2010.
5. Hillier Frederick S and Hillier Mark S, “Introduction to Management Science”, Tata McGraw-Hill, New Delhi, Second Edition, 2005.
6. Haag Stephen, “I-Series, Microsoft Office XP”, Tata McGraw-Hill, 2003.

**Course Outcomes:**

On completion of the course the students will be able to

- understand advance functions in spreadsheet for decision making
- apply spreadsheet for solving decision making problems in operations and financial management
- apply spreadsheet for solving decision problems in investment and portfolio management



## 14MBL22 PROFESSIONAL SKILL DEVELOPMENT LABORATORY II

0 0 4 2

<b>UNIT– I</b> Role Playing (Play relating to business, social, management and administrative issues)	12
<b>UNIT - II</b> Team Conversation	12
<b>UNIT- III</b> Management Games (Organizing and Conducting Management games relating to creativity, Leadership, teamwork, etc.	12
<b>UNIT - IV</b> Discussion forum (Discussion in form of Group discussion, Case discussion, Situation analysis)	12
<b>UNIT –V</b> Group Debate	12
<b>TOTAL: 60</b>	

### REFERENCE BOOKS:

1. Pushp Lata and Sanjay Kumar, “Communicate or Collapse”, Prentice Hall of India, 2007.
2. Friederike Klippel, “Keep Talking”, Cambridge University Press, 2010.
3. Simon Sweeney, “Communicating in Business”, Cambridge University Press, 2009.
4. Philip Burnard, “Interpersonal Skills Training”, Viva Books Private Ltd, 2002.

### Course Outcomes:

On completion of the course the students will be able to

- describe objects/situations/people in formal settings
- participate effectively in individual/group role play situations and management games
- learn about the aspects of group discussion namely awareness, initiation, body language, paralinguistic features, confidence and the ways of assessing during group activities
- learn how to perform as a team player and also emerge as a leader in a group

**UNIT– I****9**

**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

**UNIT - II****9**

**Internal Environment:** Value chain - SWOT analysis - A resource based view: Resources - Competencies core Competencies and capabilities. **Business level Strategies:** Generic competitive strategies - Cost leadership - Differentiation and focus strategies - Resource based approach to strategy formulation - Industry life cycle.

**UNIT - III****9**

**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 – McKinsey matrix.

**UNIT - IV****9**

**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.

**UNIT – V****9**

**Strategy Implementation:** Organizational structures, Organizational processes - Strategic change **Strategic Leadership:** Leadership and management - The learning organization - Impact of leadership on vision - Values and culture - Leading strategic change. Establishing strategic controls - Balanced score card - Corporate governance and ethics

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

1. Anthony Henry, “Understanding Strategic Management”, 2<sup>nd</sup> Edition, Oxford University Press, New Delhi, 2011.
2. John A. Pearce II, Richard B. Robinson and Amita Mital, “Strategic Management Formulation, Implementation and Control”, 10<sup>th</sup> Edition, Tata McGraw Hill, 2008.
3. Azhar Kazmi, “Strategic Management and Business Policy”, 3<sup>rd</sup> Edition, Tata McGraw Hill, 2009.
4. Thomson, Strickland III, Gamble and Jain, “Crafting and Executing - Strategy, Concepts and Cases”, 14<sup>th</sup> Edition, Tata McGraw Hill, 2008.
5. Sukul Lomash and Mishra P K, “Business Policy and Strategic Management”, Vikas Publishing House Pvt. Ltd., 2009.

**Course Outcomes:**

On completion of the course the students will be able to

- understand strategic management concepts and principles
- develop appropriate organizational policies and strategies within a changing context to meet stakeholder interests
- design strategies in respect with industry and company

## 14MBL31 DATA ANALYSIS LABORATORY

0 0 4 2

### UNIT- I

12

**Managing Data:** Creating and Editing a Data File. 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

### UNIT- II

12

**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

### UNIT - III

12

**t-Test:** Independent-samples, paired-samples and one-sample tests. One-Way ANOVA. Two-Way Analysis of Variance. Simple linear regression, Multiple regression analysis

### UNIT - IV

12

**Nonparametric Test:** Nonparametric procedures, Multidimensional scaling , Factor analysis

### UNIT – V

12

Conjoint analysis, Cluster analysis discriminant analysis. MANOVA and MANCOVA

**TOTAL: 60**

### REFERENCE BOOKS:

1. Darren George and Paul Mallery, “IBM SPSS Statistics 21 Step by Step: A Simple Guide and Reference”, 13<sup>th</sup> Edition, Pearson Education, 2013.
2. Andy Field, “Discovering Statistics using IBM SPSS Statistics”, 4<sup>th</sup> Edition, SAGE Publications, 2013.
3. Susan B Gerber and Kristin Voelkl Finn, “Using SPSS for Windows”, Springer, 2006.
4. Raynald Levesque and SPSS Inc, “SPSS Programming and Data Management”, 4<sup>th</sup> Edition.

### Course Outcomes:

On completion of the course the students will be able to

- manage research data
- analyze research data by various techniques
- interpret the output of the analysis

## 14MBL32 PROFESSIONAL SKILL DEVELOPMENT LABORATORY III

0 0 4 2

### UNIT- I

12

**Developing General Managerial Skills:** Organizing Meetings, Communicating with Subordinates, Superiors, Peers (Activities include informing people, preparing and sending circulars, notices, etc, preparation of Agenda, introduction of speakers, arrangements for meetings, preparing minutes and Reports)

### UNIT- II

12

**Developing Functional Skills:** Approaching and Convincing Customers, Handling Customer Complaints, Analyzing the Financial Performance of listed companies using Online Database, Interviewing Candidates for Job, Handling Employee Grievances (Activities include Role Plays, Seminars, Case Analysis )

### UNIT - III

12

**Identifying Placement Opportunities:** (Identification from various sources like news paper, employment exchange, job sites, referrals, company sources, etc.)

### UNIT - IV

12

**Preparing for Placement:** Preparation of Curriculum Vitae (Based on samples)

### UNIT – V

12

**Developing Placement Skills:** Facing Group Discussions, Technical Interview and HR Interview (Activities include Role Playing, Simulation)

**TOTAL: 60**

### REFERENCE BOOKS:

1. Gopalakrishnan R., “What the CEO Really Wants From You – The 4 A’s for Managerial Success”, 1<sup>st</sup> Edition, Harper Collins Publishers India, 2012.
2. Robert Mayer, “How to Win Any Argument”, 2<sup>nd</sup> Edition, Jaico Publishing House, Mumbai, 2011.
3. David Olive, “How to Negotiate Effectively”, 3<sup>rd</sup> Edition, Kogan Page, 2011.
4. Martin Yate, “Knock ‘Em Dead – Job Interview”, 1<sup>st</sup> Edition, FW Media, 2012.
5. Trishna Knowledge System, “How to Do Well in All GDs and Interviews”, 2<sup>nd</sup> Edition, Pearson Education India, 2011.
6. Edgar Thorpe and Showick Thorpe, “Winning at Interviews”, 5<sup>th</sup> Edition, Pearson Education India, 2013.

### Course Outcomes:

On completion of the course the students will be able to

- describe objects/situations/people in formal settings
- participate effectively in individual/group role play situations and management games
- learn skills relating to marketing and human resources
- able to analyze the financial performance of corporate
- learn how to perform as a team player and also emerge as a leader in a group
- develop a powerful resume for marketing themselves with confidence
- demonstrate managerial attributes like interpersonal skills, leadership, analytical and rational thinking
- face interviews confidently

## 14MBE01 BEHAVIOURAL FINANCE

3 0 0 3

### UNIT– I

9

**Conventional Finance and Challenges:** Market efficiency, Building Blocks of Behavioural Finance - Cognitive Psychology and the Limits to Arbitrage, Psychology of investors behaviour, Neurophysiology of risk-taking, Personality traits and risk attitudes

### UNIT - II

9

**Brief History of Rational Thought:** Pascal-Fermat to Friedman-Savage, Prerequisites for Rational Choice and Quasi-Rational Choice

### UNIT - III

9

**Decision Making:** Decision Making under risk and uncertainty, Expected Utility Theory, Decision-making in historical prospective, Allais and Elsbeg's paradoxes, Errors in Decision-Making

### UNIT - IV

9

**Behavioural Finance Theory:** Prospect theory , Loss aversion theory, and Mental Accounting Heuristics and biases, overconfidence and emotion, financial decision-making stemming from heuristics and biases, overconfidence and emotion

### UNIT – V

9

**Group Behaviour:** Group Behaviour-Conformism, herding, fatal attractions

**TOTAL: 45**

### REFERENCE BOOKS:

1. Kent Baker H. and John R. Nofsinger, "Behavioural Finance: Investors, Corporations, and Markets", John Wiley and Sons, 2011.
2. William Forbes "Behavioural Finance", John Wiley and Sons , 2011.
3. Lucy Ackert and Richard Deaves., "Behavioural Finance: Psychology, Decision- Making, and Markets", Cengage Learning, 2011.
4. James Montier, "Behavioural Investing - A Practitioner's Guide to Applying Behavioural Finance", John Wiley and Sons, 2007.
5. Michael M Pompian, "Behavioural Finance and Wealth Management - How to Build Optimal Portfolios that Account for Investor Biases", 2<sup>nd</sup> Edition, John Wiley and Sons, 2012.

### Course Outcomes:

On completion of the course the students will be able to

- understand how investors' interpret and act on available, fallible information
- identify persistent or systematic behavioural factors that influence investment behaviour
- gain knowledge on cognitive psychology decision theory

**UNIT– I****9**

**Financial Derivatives:** Definition, Evolution and History of Derivatives, Derivative Market Regulation in India, Types of Derivatives, Features of Financial Derivatives, Framework of Financial Derivatives, Types of Traders, OTC and Exchange Trading in Derivatives.

**UNIT - II****9**

**Forward Market:** Introduction, Forward Contract, Features of Forward Contract, Classification of Forward Contract, Distinction between Forward and Spot Market, Forward Contract Trading Mechanism, Forwarding Pricing Theories, Forward, Currency Forwards.

**UNIT - III****9**

**Futures Market:** Introduction, Future Contract, Types of Futures Contracts, Features of Future Contract, Specifications of Futures Contract, Marking to Market, Hedging through Futures Contract, Relationship between Future Prices, Forward Prices and Spot Prices, Future Pricing Models/Theories, Stock, Index, Currency, and Interest Rate Futures Contract specification and Trading Mechanism.

**UNIT - IV****9**

**Financial Options:** Introduction, Types of Options, Exchange Traded Options, OTC Options, Specifications of Options, Call and Put Options, Intrinsic Value and Time Value of Options, Options Pricing Models, Option Payoff, Option Pricing Models/Theories, Options Trading in Stock, Index, and Currency, Differences between Futures and Option Contracts.

**UNIT – V****9**

**Financial Swaps:** Introduction, Types, Interest Rate Swaps, Currency Swaps, Valuation of Interest rate Swaps and Currency Swaps, Using Swaps in the Financial Market, Bonds, FRNs, and Credit Risk Derivatives, Risk Management Using Financial Derivatives

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

1. Madhumathi R and Ranganatham M., “Derivatives and Risk Management”, Pearson Education, 2012
2. Gupta S.L., “ Financial Derivatives – Theory, Concepts and Problems”, Prentice Hall of India, New Delhi, 2010.
3. Kevin S, “Commodity and Financial Derivatives”, Prentice Hall of India, New Delhi, 2010.
4. John C Hull, “Options, Futures and other Derivative Securities”, Prentice Hall of India, New Delhi, 2008.
5. Rene M. Stulz, “Risk Management and Derivatives”, Cengage Learning, 2011.
6. Kumar S S S., “Financial Derivatives”, Prentice Hall of India, New Delhi, 2007.

**Course Outcomes:**

On completion of the course the students will be able to

- know the derivative instruments available in the financial markets
- understand the concept of forward, futures, options and swaps
- differentiate between the forward, futures, options and swaps in the financial market trading
- apply the derivative instruments in hedging the financial risks
- know the derivatives market regulations, contract specifications and pricing of derivatives product

## 14MBE03 INSURANCE AND RISK MANAGEMENT

3 0 0 3

### UNIT– I

9

**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.

### UNIT - II

9

**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.

### UNIT - III

9

**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.

### UNIT - IV

9

**Health Insurance:** Types of Policies, Health Insurance schemes in India. Miscellaneous Insurance: Fidelity Guarantee, Property, Building, Earthquake, Flood, Burglary, Cattle, Engineering, Crop Liability.

### UNIT – V

9

**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. Jyotsna Sethi and Nishwan Bhatia, "Element of Banking and Insurance", 2<sup>nd</sup> Edition, Prentice Hall of India, New Delhi, 2012.
2. Hoyt, Trieschmann and Sommer, "Risk Management and Insurance", 12<sup>th</sup> Edition, Thomson Publishing, Singapore, 2007.
3. Mark S Dorfman, "Introduction of Risk Management and Insurance", 9<sup>th</sup> Edition, Prentice Hall of India, New Delhi, 2007.
4. Scott Harrington and Gregory Niehaus., "Risk Management and Insurance", 2<sup>nd</sup> Edition, Tata McGraw Hill Publishing Company, New Delhi, 2007.
5. George and Rejda E, "Principles of Risk Management and Insurance", 10<sup>th</sup> Edition, Addison Wesley, New York, 2010.

### Course Outcomes:

On completion of the course the students will be able to

- understand the nature of risk and risk management process
- gain knowledge about the various types of insurance
- understand the functions and organizations of insurers

**UNIT – I****9**

**International Financial Management:** An overview, Importance, Nature and Scope – International Financial Management versus Domestic Financial Management. International Economics and Trade: Changing Financial Architecture of Global Economy, International Trade and Economic Integration. **International Monetary System:** Commodity Standard, Gold Standard, Bretton woods System, Exchange Rate Regimes, International Liquidity.

**UNIT - II****9**

**International Financial Flows:** Forms of International Financial Flows and Structure of Balance of Payments. Foreign Exchange Market – Spot Market and Forward Market: Features, Exchange Rate Quotations, Factors Influencing Exchange Rate, Theories of Exchange Rate Behaviour, Arbitrage Opportunities, Foreign Exchange Regulation and Taxation Issues.

**UNIT - III****9**

**Currency Futures and Options:** Concept, Hedging and Speculation in Futures and Options. (Concepts only – non problematic) **Swaps:** Currency Swaps and Interest Rate Swaps

**UNIT - IV****9**

**Foreign Exchange Exposure:** Concept, Transaction Exposures, Real Operating Exposure, Translation Exposure. **Management of Foreign Exchange Exposure:** Need for Hedging – Hedging of Transaction Exposure, Real Operating Exposure and Translation Exposure. Foreign Direct Investments: Theories, Strategies, Cost and Benefits, Factors Motivating FDI, Global Trends and Taxation issues. Foreign Portfolio Flows: Introduction, International Diversification, Importance of Foreign Institutional Investments.

**UNIT – V****9**

**International Financing Decisions:** International Capital Budgeting Cost of Capital for Multinational Firms, Raising Funds from International Market, Financing Foreign Trade. **International Working Capital Management:** Working Capital Policy, Managing Cash and Near Cash assets, Managing Receivables and Inventory.

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

1. Vyuptakesh Sharan, “International Financial Management”, 6<sup>th</sup> Edition, Prentice Hall of India, New Delhi, 2013.
2. Apte P G., “International Financial Management”, 6<sup>th</sup> Edition, Tata McGraw Hill Publishing Company, New Delhi, 2011.
3. Avadhani V A., “International Financial Management”, 2<sup>nd</sup> Edition (Reprint), Himalaya Publishing House, Mumbai, 2013.
4. Ephraim Clark, “International Financial Management”, 4<sup>th</sup> Edition, 4<sup>th</sup> Indian Reprint, Cengage Learning India Pvt. Ltd., New Delhi, 2009.
5. Thummuluri Siddaiah, “International Financial Management”, 1<sup>st</sup> Edition, Pearson Education, New Delhi, 2010.

**Course Outcomes:**

On completion of the course the students will be able to

- understand the evolution and present form of international monetary system
- know the spot and forward foreign exchange market and realize the factors behind the movement of exchange rate
- apply currency derivative products for speculating and mitigating the exchange rate exposure
- realize the various forms of foreign investments and its importance for the economy
- evaluate cross-border investment opportunities and know about management of international taxation
- make international financial decisions on capital budgeting and working capital management



## 14MBE05 MERCHANT BANKING AND FINANCIAL SERVICES

3 0 0 3

### UNIT– I

9

**The Concept of Merchant Banking:** An Over View of Indian Financial System, Merchant Banking Functions, Merchant Bankers Regulation, Progress of Merchant Banking in India

### UNIT – II

9

**Public Issue Management:** Mechanism, Role of Issue Manager, Activities Involved in Public Issue Management, Marketing of New Issues, Post Issue Activities.

### UNIT – III

9

**Role of Merchant Banker:** Prospectus Preparation, Under Writing of Securities, Capital Structure Decisions, Dealing with Registrar, Dealing With Brokers, Advertising Consultant.

### UNIT – IV

9

**Fee Based Management Services:** Mergers and Acquisition, Portfolio Management Services, Credit Syndication, Credit Rating, Mutual Fund.

### UNIT – V

9

**Fund Based Financial Services:** Leasing and Hire Purchasing, Basics, Financial Evaluation and Tax Implication. Consumer Credit, Credit Cards, Real Estate Financing, Bills Discounting, Factoring and Forfeiting, Venture Capital.

**TOTAL: 45**

### REFERENCE BOOKS:

1. Gurusamy S., “Merchant Banking and Financial Services”, 3<sup>rd</sup> Edition, Tata McGraw Hill Publishing Company, New Delhi, 2009.
2. Khan M Y., “Financial Services”, 5<sup>th</sup> Edition, Tata McGraw Hill Publishing Company, New Delhi, 2009.
3. Shanmugam R., “Financial Services” 1<sup>st</sup> Edition, Wiley India, New Delhi, 2010.
4. Ravichandran K., “Merchant Banking and Financial Services”, Himalaya Publishing House, 2013.
5. Punithavathy Pandian, “Financial Services and Markets”, Vikas Publishing House Pvt. Ltd, New Delhi, 2009.
6. Gurusamy S., “Indian Financial System”, Tata McGraw Hill Education Pvt. Ltd, 2009.

### Course Outcomes:

On completion of the course the students will be able to

- understand the functions of merchant bankers
- utilize the pre-issue and post-issue management of securities
- understand the fund and fee based activities of merchant bankers

**UNIT – I**

9

**Introduction to Mergers:** Meaning, Need and Objectives of Mergers, Acquisitions, Basic Difference Between Mergers and Acquisition, Method and Types of Mergers, Acquisitions and Takeovers, Process of Mergers and Acquisitions

**UNIT - II**

9

**Value Creation:** Determining Pre Merger and Post Merger Values of the Firms, Determining the Value of Acquiring and Target Firms, Due Diligence, SEBI Guidelines, Legal Frame Work.

**UNIT - III**

9

**Gains Analysis of Mergers and Acquisitions:** Target and Acquirer Firm. Funding of Mergers and Acquisitions, Financing Techniques, Various Sources of Financing Including Deferred Payment, Leveraged Buyouts, Determining the Optimal Mix for a Given Company.

**UNIT – IV**

9

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

**UNIT – V**

9

**Problems Faced During Mergers:** Acquisitions and Takeovers. Success and Failures of Mergers and Acquisitions, Recent Trends and Cases of Mergers and A Acquisitions Industry, Post-merger Integration

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

1. Rajesh Kumar B., “Mergers and Acquisitions: Text and Cases”, 3<sup>rd</sup> Edition, Tata McGraw Hill, 2011.
2. Rajinder S Arora, Kavitha Shetty and Sharad R Kala, “Mergers and Acquisitions”, 5<sup>th</sup> Edition, Oxford University, 2011.
3. Chandrashekar, Krishnamurti and Vishwanath S.R., “Merger, Acquisitions and Corporate Restructuring”, Sage Publication, New Delhi, 2007.
4. Patrick A Gaughan, “Mergers, Acquisitions and Corporate Restructuring”, John Wiley, Singapore, 2006.
5. Kamal Ghosh Ray, “Mergers and Acquisitions: Strategy, Valuation and Integration”, 1<sup>st</sup> Edition, Prentice Hall of India, 2010.
6. Ranjit Kumar Mandal, “Corporate Mergers in India”, Kanishka Publishers, New Delhi, 2007.

**Course Outcomes:**

On completion of the course the students will be able to

- understand mergers and acquisitions as a powerful tool to build new generation companies to compete successfully on a global basis
- gain knowledge on mergers and acquisitions and other forms of corporate restructuring used in the business world
- determine the value of acquiring and target firms

**UNIT– I****9**

**Project:** Concept, Classification, Project Organizational Structures. **Project Finance:** Definition, Components, Project Financing versus Direct Financing, International Project Finance, Project Finance Participants and their roles – Commercial lenders, Bond holders, Types of Capital Investments.

**UNIT - II****9**

**Capital Budgeting:** Phase of Capital Budgeting, Risk Identification and Management in Project Finance - Credit Risk and Refinance Risk. **Project Formulation:** Generation and Screening of Project Ideas. **Project Analysis:** Feasibility Study, Market and Demand Analysis, Technical Analysis, Financial Estimates and projections.

**UNIT – III****9**

**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.

**UNIT – IV****9**

**Financing:** Financing of Projects, Project Finance Structures, Source of project Funds - Commercial loan financing, Equity investments, Export Credit Financing, Financing Infrastructure Projects, Public Private Partnership and Other financing options. Legislative provision relating to Public-Private partnership, Importance of Tax issues in Project Financing.

**UNIT – V****9**

**Role of Venture Capital:** Private Equity in Project Financing, Government and Multilateral banks assistance for Projects, Host country business environment for Project Finance, Project Financing trends in Indian Scenario and Case studies.

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

1. Prabuddha K. Das, “PPP and Project Finance”, Tata McGraw Hill Publishing Company, New Delhi, 2012.
2. Prasanna Chandra, “Projects: Planning, Analysis, Selection, Financing, Implementation and Review”, 8<sup>th</sup> Edition, Tata McGraw Hill Publishing Company, New Delhi, 2014.
3. Scott L. Hoffman, “The Law and Business of International Project Finance”, 3<sup>rd</sup> Edition, Cambridge University Press, 2007.
4. John D. Finnerty, “Project Financing: Asset-based Financial Engineering”, 3<sup>rd</sup> Edition, Wiley & Sons, 2013.
5. Stefano Gatti, “Project Finance in Theory and Practice”, 2<sup>nd</sup> Edition, Elsevier Inc, 2008.

**Course Outcomes:**

On completion of the course the students will be able to

- understand the concept of project financing and its significance in large projects
- identify, formulate, analyze and evaluate the projects
- apply various techniques in evaluating the projects
- know the sources of capital investments for the projects

## 14MBE08 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

3 0 0 3

### UNIT– I

9

**Investment:** Objectives, The Investment Process, Investment and Speculation, Investment and Gambling, Investment Alternatives, Sources of Investment, Securities Market in India.

### UNIT - II

9

**Equity Market:** Primary and Secondary Market Structure, Participants in the Security Market, Listing Formalities and Procedure, Secondary Market, Buying and Selling Mechanisms, Margin and Settlement of Shares, SEBI, BSE, OTC, NSDL, CDSL, Regional Capital Markets, Reforms, Stock Market Indices, Debt Market, Bonds.

### UNIT – III

9

**Risk and Return:** Components of Return, Risk Elements. **Fundamental Analysis:** Economic Analysis, Economic Forecasting and Stock Investment Decisions Forecasting Techniques, Industry Analysis, Company Analysis, Measuring and Forecasting Earnings.

### UNIT – IV

9

**Technical Analysis:** Meaning, Dow Theory, Support and Resistance Levels, Charts, Indicators and Oscillators.

### UNIT – V

9

**Portfolio Analysis:** Approaches in Portfolio Constructions, Portfolio Markowitz Model, Capital Asset Price Theory, Portfolio Evaluation, Portfolio Revision.

**TOTAL: 45**

### REFERENCE BOOKS:

1. Punithavathy Pandian, “Security Analysis and Portfolio Management”, Vikas Publishing House Pvt. Ltd, New Delhi, 2013.
2. Prasanna Chandra, “Investment Analysis and Portfolio Management”, Tata McGraw Hill Publishing Company, New Delhi, 2011.
3. Preethi Singh, “Investment Management, Security Analysis and Portfolio Management”, Himalaya Publishing House, 2009.
4. Frank K Reilly, and Keith C Brown, “Investment Analysis and Portfolio Management”, Cengage Learning, 2009.
5. Kevin S., “Security Analysis and Portfolio Management,” 8<sup>th</sup> Edition, Prentice Hall of India, 2010.
6. Avadhani V. A., “Security Analysis and Portfolio Management”, 10<sup>th</sup> Revised Edition, Himalaya Publishing House, 2010.

### Course Outcomes:

On completion of the course the students will be able to

- expose the idea of investment planning and various types of securities
- aware the various structure of securities market
- understand the impact of economic factor and company performance on stock value
- illustrate fundamental analysis and technical analysis in decision making
- utilize the techniques of portfolio analysis

## 14MBE09 WORKING CAPITAL MANAGEMENT

3 0 0 3

### UNIT– I

9

**Working Capital Management:** Concept, assessment of average requirement of working capital  
**Working Capital Controls and Banking Policy:** Tandon committee, Chore committee, Dehejia committee reports, Latest trends in working capital finance, RBI guidelines on working capital finance.

### UNIT - II

9

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

### UNIT – III

9

**Inventory Management:** Nature of Inventories, Need to Hold Inventories, Objectives of Inventory Management, Inventory Management Techniques, Analysis of Investment in Inventory, Inventory Control Systems, Aging schedule of inventory

### UNIT – IV

9

**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, Marketable securities

### UNIT – V

9

**Working Capital Finance:** Accruals, Trade Credit and other current liabilities, Working Capital Advance by Commercial Banks, Certificate of deposits, 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”, 10<sup>th</sup> Edition, Vikas Publishing House New Delhi, 2010.
2. Khan M.Y. and Jain P.K., “Financial Management - Text, Problems and Cases”, 7<sup>th</sup> Edition, Tata McGraw Hill Publishing Company, New Delhi, 2014.
3. Bhalla V.K., “Working Capital Management”, 1<sup>st</sup> Edition, S. Chand & Co., 2013.
4. Prasanna Chandra, “Financial Management: Theory and Practice”, 8<sup>th</sup> Edition, Tata McGraw Hill Publishing Company, New Delhi, 2012.
5. Hrishikesh Bhattacharya, “Working Capital Management: Strategies and Techniques”, 3<sup>rd</sup> Edition, Prentice Hall of India, New Delhi, 2014.

### Course Outcomes:

On completion of the course the students will be able to

- know the importance of working capital management
- illustrate basic decision criteria, principles and approaches applicable in the field of working capital management
- utilize the techniques available for cash management, receivables management and inventory management

## 14MBE10 INDUSTRIAL RELATIONS AND LABOUR WELFARE

3 0 0 3

### UNIT – I

9

**Industrial Relations:** Concepts, Objectives, Functions, Factors determining Industrial Relation, Approaches to Industrial Relations, Evolution, Prerequisites for Harmonious Industrial Relations, overcoming the shortcomings of the Industrial Relations.

### UNIT – II

9

**Industrial Disputes:** Concepts, Forms, Causes, Consequences, Prevention, Industrial Peace, Machinery for settlement of Industrial Disputes, Conciliation, Arbitration, Adjudication.

### UNIT – III

9

**Trade Union:** Functions, History of Trade Unions in India, Principles to Govern Trade union, Classification, Problems, Registration and Recognition of Trade Union, Rights and Privileges of Registered Trade Unions, Submission of Returns, Penalties and Fines, Power to Make Regulations.

### UNIT – IV

9

**Labour Welfare:** Concept, Objectives, Theories of Labour Welfare, Types of Labour Welfare, Principles for Successful Implementation of Welfare Program, Voluntary Welfare Services, Labour Welfare Funds Education and Training, Machinery Connected with Labour Welfare.

### UNIT – V

9

**Safety:** Causes of Accidents, Prevention, Responsibility, Industrial Health and Hygiene, Occupational Hazards, Diseases, Workplace Discipline, Counseling. Statutory Provisions Pertaining to Industrial Safety and Health. Social Security.

**TOTAL: 45**

### REFERENCE BOOKS:

1. Sivarethnamohan R., “Industrial Relations and Labour Welfare” Prentice Hall of India, New Delhi, 2013.
2. Mamoria C.B. and Sathish Mamoria, “Dynamics of Industrial Relations”, Himalaya Publishing House, New Delhi, 2015.
3. Monappa Arun, “Industrial Relations”, Tata McGraw Hill Publishing Company, New Delhi, 2012.
4. Dwivedi R.S., “Human Relations and Organizational Behaviour”, Macmillan India Ltd, New Delhi, 2012.
5. Ratna Sen, “Industrial Relations in India”, Shifting Paradigms, Macmillan India Ltd., New Delhi, 2011.
6. Srivastava, “Industrial Relations and Labour Laws”, 4<sup>th</sup> Edition, Vikas Publishing, New Delhi, 2012.

### Course Outcomes:

On completion of the course the students will be able to

- understand issues involved in employee and employer relationship
- identify the different dimensions of industrial disputes
- gain knowledge on trade union system in industries
- draw the importance of using labour welfare facility in managing employee
- handle the employees’ health, safety and ensure workplace discipline

**UNIT – I****9**

**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.

**UNIT – II****9**

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

**UNIT – III****9**

**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.

**UNIT – IV****9**

**Payment of Bonus Act, 1965:** Coverage, Eligibility, Provisions of the Act. Employee’s Provident Fund & Misc. Act, 1952: Coverage, Schemes, Contributions, Remittance / Administration. **Employee’s State Insurance Act, 1948:** Applicability, Funding of the Scheme, Benefits, Eligibility Conditions, Employers Obligations, Contributions, Penalty.

**UNIT – V****9**

**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., “Hand Book of Industrial Law”, 14<sup>th</sup> Edition, Sultan Chand & Sons, New Delhi, 2013.
2. Mamoria C.B., Satish Mamoria and Gankar S.V, “Dynamics of Industrial Relations”, 13<sup>th</sup> Edition, Himalaya Publication House, 2010.
3. Kapoor N.D., “Elements of Mercantile Law”, Sultan Chand & Sons, New Delhi, 2010.
4. Srivastava, “Industrial Relations and Labour Laws”, 6<sup>th</sup> Edition, Vikas Publishing, New Delhi, 2014.
5. Dhandapani, “Commercial and Industrial Law”, Sultan Chand, New Delhi, 2005.

**Course Outcomes:**

On completion of the course the students will be able to

- know the legal position on labour for running a business establishment
- gain knowledge regarding payment of compensation
- know the employer’s legal objections to provide benefits, health and welfare to their labour

## 14MBE12 MANAGERIAL BEHAVIOUR AND EFFECTIVENESS

3 0 0 3

### UNIT– I

9

**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.

### UNIT – II

9

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

### UNIT – III

9

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

### UNIT – IV

9

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

### UNIT – V

9

**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. Peter Drucker, “Management”, Harper Row, New York, 2012.
2. Milkovich and Newman, “Compensation”, McGraw Hill International, New York, 2010.
3. Nick Blanchard P and James W Thacker, “Effective Training Systems, Strategies and Practices”, 5<sup>th</sup> Edition, Prentice Hall, New Delhi, 2012.
4. Jackson Mathis, “Human Resource Management”, 13<sup>th</sup> Edition, Thomson Southwestern, College Pub, 2011.

### Course Outcomes:

On completion of the course the students will be able to

- understand the various dimensions of managerial jobs
- design the effectiveness of managerial jobs
- understand the environmental issues affecting the managerial jobs in organisations
- sensitize organizational efforts and managerial skills required for success in managing



## 14MBE13 ORGANIZATIONAL CHANGE AND INTERVENTION STRATEGY

3 0 0 3

### UNIT – I

9

**Organizational Change:** Forces, Types. Models, Lewin's - Change Model, Action Research Model, The Positive Model, Need for Change-Environmental Pressures, Organizational Pressures.

### UNIT – II

9

**Resistance to Change:** Overcoming Resistance to Change, Role of change agent - Organizational Culture and Change.

### UNIT – III

9

**Organization Development:** Introduction, Definition, Process. Diagnosis for Change, Component Analysis, Creating Readiness for Change, Designing Interventions, Leading, Evaluating and Managing OD.

### UNIT – IV

9

**Human Process Intervention:** Individual, Interpersonal and Group. Restructuring Organisation, Developing and Assisting Members. **Implementing Change:** Strategies for Communicating, Implementation Process - Approaches.

### UNIT – V

9

**Strategic Change Interventions:** Competitive and Collaborative Strategies, Organisation Transformation. Organisational Development in Global Settings. **Non-industrial Settings:** Health Care, Family Businesses, School Systems, and Public Sector.

**TOTAL: 45**

### REFERENCE BOOKS:

1. Thomas G Cummings and Christopher G Woreley, "Organizational Development and Change", 10<sup>th</sup> Edition, Cengage Learning, 2009.
2. Ian Palmer, Richard Dunford and Gib Akin, "Managing Organizational Change", Tata McGraw Hill Publishing Company, New Delhi, 2006.
3. Radha R Sharma, "Change Management", Tata McGraw Hill Publishing Company, New Delhi, 2007.
4. Wendell L French, Cecil H Bell, and Robert A Zawaki, "Organization Development and Transformation", 6<sup>th</sup> Edition, Tata McGraw Hill Publishing Company, New Delhi, 2007.
5. Wendell L French and Cecil H Bell, "Organization Development", 5<sup>th</sup> Edition, Prentice Hall of India, New Delhi, 2007.
6. Harsh Pathak, "Organisational Change", Pearson Education, New Delhi, 2012.

### Course Outcomes:

On completion of the course the students will be able to

- understand the types, forces and pressures of organizational change
- gain knowledge on intervention strategies
- implement organizational development in different sectors

## 14MBE14 PERFORMANCE MANAGEMENT

3 0 0 3

### UNIT- I

9

**Definition and Concept of Performance Management:** Performance Objectives and Standards, Checklist for Performance Standards. Process, Domains and Dimensions of Performance. Performance Planning Process, Eight Step Model for Employee Development Program, Transition from Individual Performance Plan to Group Performance Plan

### UNIT – II

9

**Performance Appraisal:** Definition, Purpose, Steps, Design and Approaches. Types and Methods of Performance Appraisal, Potential Appraisal, Biases in Performance Appraisal, Diagnosing Poor Performance. HR Audit- Objectives, Scope, Benefits. Role of HR Auditor

### UNIT – III

9

**Performance Management System:** Importance, Features, Dimensions of PMS, Role of Performance Consultant, Four Pillars of PMS. Competency Based Performance Management System, Skills for New Millennium, Types and Characteristics of Competency. Competency Identification and Assessment Process

### UNIT – IV

9

**Performance Based Compensation:** Definition, Benefits, Concepts of Compensation, Incentive Schemes, Performance Related Pay, Problems in Monitoring Performance Related Pay, Major Obstacles to Introduction of Skill Based Pay, Performance Based Career Planning and Development, Stages of Career Development Process, Career Anchors.

### UNIT – V

9

**Team Performance Management:** Definition, Principles. Types of Teams, Approaches to Change Team Behaviour, Work Wheel and Team Performance, Measuring and Managing Team Performance. Performance Management and Mentoring- Characteristics of Mentoring, Mentoring Vs Coaching, Benefits, Types and Culture of Mentoring. Ethical and Legal Issues in Performance Management

**TOTAL: 45**

### REFERENCE BOOKS:

1. Dipak Kumar Bhattacharyya, “Performance Management System and Strategies”, Pearson Education South Asia, New Delhi, 2011.
2. Singh B.D., “Performance Management System- A Holistic Approach”, Excel Books, New Delhi, 2010.
3. Kohli A.S and Deb T., “Performance Management”, Oxford University Press, New Delhi, 2013.
4. Herman Aguinis, “Performance Management”, Pearson International, New Delhi, 2012.
5. John West Burnham, and Ingrid Bradbury, “Performance Management Manual: Creating a Culture for Sustainable High Performance”, Pearson Education, New Delhi, 2003.

### Course Outcomes:

On completion of the course the students will be able to

- know the difference between performance appraisal vs. performance management
- draw the different dimensions of performance management
- gain knowledge on competency mapping and performance management
- draw the importance of using performance rating in compensating the employees
- handle the employees through mentoring and coaching

## 14MBE15 STRATEGIC HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT

3 0 0 3

### UNIT – I

9

**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.

### UNIT – II

9

**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.

### UNIT – III

9

**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.

### UNIT – IV

9

**Employee Competency:** Competency based approach to Management development. Career Development: concepts-stages-planning, development and management-managing career plateaus. E-employee profile, Issues in employee privacy.

### UNIT – V

9

**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.

**TOTAL: 45**

### REFERENCE BOOKS:

1. Tanuja Agarawala, “Strategic Human Resource management”, Oxford University Press, 2012.
2. Pulak Das, “Strategic Human Resource Management and Resource Driven Perspective”, Cengage Learning, 2011.
3. Regis Richard, “Strategic Human Resource Management and Development.” Excel Book, New Delhi, 2008.
4. Jeffrey A Mello, “Strategic Human Resource Management”, Thomson, Singapore, Southwestern, 2013.
5. Randy L Desimone, Jon M Werner, and David M Marris, “Human Resource Development”, Thomson South Western, Singapore, 2012.
6. Robert L Mathis, and John H Jackson, “Human Resource Management”, Thomson Southwestern, Singapore, 2013.
7. Rosemary Harrison, “Employee Development”, University Press India Ltd, New Delhi, 2010.

### Course Outcomes:

On completion of the course the students will be able to

- understand strategic linkage of HRM
- gain knowledge on advanced practices of HRM
- draw the difference between domestic and international HRM
- handle expatriate and repatriate in the globalised HRM

**UNIT– I****9**

**Introduction:** Scope, Importance, Challenges, Systematic Approach, Process, Principle of Learning, Role of stakeholders in training programme, Evolving Training Policy.

**UNIT – II****9**

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

**UNIT – III****9**

**Designing the Training Programme:** Process of learning in training programme, attributes and factors influencing; learning process; learning styles; training climate and pedagogy; developing training modules; Training aids, Training the Trainers.

**UNIT – IV****9**

**Training Methods and Techniques:** Role Playing, Business Games, In Basket Exercises, Laboratory Training; Incidents and Cases; Seminars, Syndicates and Group Discussion; Lecture, Programmed Instructions; Inspirational Techniques, Brainstorming, Mind Mapping, Creative Problem Solving

**UNIT – V****9**

**Evaluation of Training:** Need for Evaluation, Principles of Evaluation, Criteria and Approaches; Return on Investment on Training, Process of Calculating ROI in Training; Emerging Trends in Training and Development; New Perspectives on Training – Cross Cultural Training, e-learning, Knowledge Management.

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

1. Irwin L Goldstein, and Ford J Kevin, “Training in Organizations”, 4<sup>th</sup> Edition, Thomson Publishing, Singapore, 2003.
2. Raymond A Noe, “Employee training and Development”, 6<sup>th</sup> Edition, Tata McGraw Hill Publishing Company, New Delhi, 2013.
3. Robert Craig, “Training and Development Handbook”, McGraw Hill, New York, 2005.
4. Dayal I., “Manpower Training in Organizations”, Prentice Hall of India, New Delhi.

**Course Outcomes:**

On completion of the course the students will be able to

- identify scope and importance of training in order to frame training policies in organisation
- understand the organizational needs and personnel needs for designing training programmes
- comprehend training methods and techniques and have a clear idea about the training process
- get exposure to the evaluation and modern methods of training

**UNIT– I****9**

**Wages Introduction:** Wage Determination Process, Influencing Factors, Principles. **Wage Plans:** Types- Time Wages, Piece Wages, Balance or Debt Method, Wage Differentials

**UNIT – II****9**

**Determining Pay Structures:** Pay Surveys, Grades, Variable Pay: Types, Factors Determining Success. **Salaries:** Components, Scale of Pay, Allowances, Fringe Benefits, and Perquisites. Wage and Salary Structure

**UNIT – III****9**

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

**UNIT – IV****9**

**Determining Individual Pay:** Pay for performance, incentive -Team, Group, Organization Based-Profit Sharing, ESOPs, Bonus Plans, Gain Sharing Plans.

**UNIT – V****9**

**Compensation Administration:** Monitoring, Audit, Review – Matching to Market Force – Public Sector Pay, International Pay System.

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

1. George Milkovich, Jerry New Man and Venkataratnam C.S., “Compensation”, 9<sup>th</sup> Edition, Tata McGraw Hill Publishing Company, New Delhi, 2009.
2. Singh B.D, “Compensation and Reward Management”, Excel Books, New Delhi, 2007.
3. Bruce R Ellig, “The Complete Guide to Executive Compensation”, Tata McGraw Hill Publishing Company, New Delhi, 2007.
4. Lanu A Berger and Dorthy R Berger, “The Compensation Handbook”, 4<sup>th</sup> Edition, Tata McGraw Hill Publishing Company, New Delhi, 1999.
5. Dewakar Goel, “Performance Appraisal and Compensation Management”, Prentice Hall of India, New Delhi, 2008.
6. Dipak Kumar Bhattacharyya, “Compensation Management”, 1<sup>st</sup> Edition, Oxford University Press, 2009.

**Course Outcomes:**

On completion of the course the students will be able to

- understand the wage and compensation determination process
- know the components of compensation and determine variable pay and structure
- gain knowledge on compensation and incentive administration process

## 14MBE18 ADVERTISING AND PROMOTION MANAGEMENT

3 0 0 3

### UNIT – I

9

**Introduction to Advertising:** Definition, Concept, Evolution, Function and Scope. Setting Advertising Objectives. **Advertising Agency:** Structure, Functions and Remunerating Agencies. Organizing an Advertising Campaign.

### UNIT – II

9

**Advertising Media:** Types and Choice, Media Planning – Reach and Frequency of Advertisement – Cost Appraisal – Media Strategy and Scheduling – Measuring Impact of Advertisement.

### UNIT – III

9

**Different Types of Advertisement:** Designing and Execution of Advertisement- Creative Strategy – Planning, Developing of Message, Story Board, Different Appeals, Layout, Design, and Copy Structure. Advertising on Internet (Web Advertising).

### UNIT – IV

9

**Evaluating Medias:** TV – Buying TV time, Methods of Buying Time and Selection of Time and Programs. Radio – Time Classification and Buying Time, measuring its Impact on Audience. Print Media – Circulation Information and Buying Space.

### UNIT – V

9

**Promotion Management:** Definition, Role, Objective. Promotion Mix. Sales Promotion – Techniques – Trade and Consumer Oriented. **Planning Promotional Campaigns:** Requirement Identification, Deciding on Promotion Campaigns and On-line Sales Promotion.

**TOTAL: 45**

### REFERENCE BOOKS:

1. George E Belch, Michael E Belch and Keyoor Purani, “Advertising and Promotion: An Integrated Marketing Communications Perspective”, 9<sup>th</sup> Edition, Tata McGraw Hill Publishing Company, New Delhi, 2013.
2. Jaishri Jethwaney and Shruti Jain, “Advertising Management”, 2<sup>nd</sup> Edition, Oxford University Press, India, 2012.
3. Thomas C O’Guinn, Chris T Allen and Richard J Semenik, “Advertising and Integrated Brand Promotion”, 6<sup>th</sup> Edition, South Western Cengage Learning, 2012.
4. Rajeev Batra, John G Myers and David A Aaker, “Advertising Management”, 5<sup>th</sup> Edition, Pearson Education, New Delhi, 2010.
5. Agarwal P.K., “Advertising Management (An Indian Perspective)”, Pragati Prakashan, 2012.

### Course Outcomes:

On completion of the course the students will be able to

- get an insight into the importance of advertising campaigns planning and objective setting in relation to consumer decision making process
- get knowledge on different advertising techniques used by marketers
- develop sales promotional plans in solving business problem and take advantage to market opportunities

**UNIT– I****9**

**Concept of a Brand:** Brand and Products, Brand Perspectives, Six Possibilities, Anatomy of Brand Brand Evolution, Levels and Value Hierarchy, Concept of Brand Identity, Perspectives, Levels and Prism, Brand Image and Position.

**UNIT – II****9**

**Brand Extensions:** Line and Brand Extension, Strategies, Type and Risks Associated. Brand Extendibility. Brand Awareness, Levels, Brand Associations, Types, Brand Personality.

**UNIT – III****9**

**Branding Decisions:** Brand Name Decision Process, Product Branding, Line Branding, Umbrella Branding, Double Branding, Range Branding, Endorsement Branding and its Strategies. Brand Relationship Spectrum, Brand Valuation – Methods.

**UNIT – IV****9**

**Brand Positioning:** Identifying and Establishing Positioning, Basic Concepts and Target Market, Nature of Competition, Pop's – 3c's of Positioning, Managing Brand Image, Constellation and Dimensions.

**UNIT – V****9**

**Brand Repositioning and Revitalization:** Brand Elimination, Managing Brands - Time, Geographic Boundaries and Market Segments. **Perspectives:** Strategic Issues in Brand Management, Myths, Influences, Advertising Strategy and Building Retail Brands.

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

1. Harsh V Verma, "Brand Management – Text and Cases", 2<sup>nd</sup> Edition, Excel Books, 2008.
2. Kevin Lane Keller, "Strategic Brand Management", 4<sup>th</sup> Edition, Prentice Hall of India, 2013.
3. Jean-Noel Kapferer, "The New Strategic Brand Management: Advance insights and Strategic Thinking", 5<sup>th</sup> Edition, Kogan Page India, 2012.
4. Moorthi Y.L.R., "Brand Management – The Indian Context", Vikas Publishing House Pvt. Ltd, 2010.
5. Rameshkumar S., "Managing Indian Brands – Marketing Concepts and Strategies", 2<sup>nd</sup> Edition, Vikas Publishing House, 2012.

**Course Outcomes:**

On completion of the course the students will be able to

- gain insights on how to create profitable brand strategies by building, measuring and managing brand
- understand the important issues in planning and evaluating branding strategies across goods and services
- successfully establish and sustain brands and lead to extension

## 14MBE20 CONSUMER BEHAVIOUR

3 0 0 3

### UNIT– I

9

**Introduction to Consumer Behaviour:** Meaning, Definition, Concepts. Marketing Strategy and Consumer Behaviour. Approaches to the Study of Consumer Behaviour.

### UNIT – II

9

**Internal Influences on Consumer Behaviour:** Motivation, Personality, Perception, Learning, Attitude.

### UNIT – III

9

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

### UNIT – IV

9

**Decision Process and Pre-purchase Behaviour:** Consumer Decision Making Process, Diffusion of Innovations.

### UNIT – V

9

**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. Leslie Lazar, Schiffman G and Kanuk, “Consumer Behaviour”, 9<sup>th</sup> Edition, Pearson Education, 2007.
2. Del I Hawkins, Roger J Best, Kenneth A Coney, and Amit Mookerjee, “Consumer Behaviour”, 9<sup>th</sup> Edition, Tata McGraw Hill Publishing Company, New Delhi, 2007.
3. Jay D Lindquist, and M Joseph Sirgy, “Shopper, Buyer and Consumer Behaviour”, Biztantra Publication, New Delhi, 2005.
4. David L Loudon, Albert J and Della Bitta, “Consumer Behaviour”, 4<sup>th</sup> Edition, Tata McGraw Hill Publishing Company, New Delhi, 2007.
5. Sheth and Mittal, “Consumer Behaviour: A Managerial Perspective”, 2<sup>nd</sup> Edition, Thomson South Western, Singapore, 2003.

### Course Outcomes:

On completion of the course the students will be able to

- get a perspective on the approaches to consumer behavior
- delineate between personal influence and opinion leadership
- comprehend about the consumer decision making process
- learn to adapt modalities in order to contend with changing consumer behavior



**UNIT– I**

**9**

**Introduction to CRM:** Meaning, Importance and Dimensions, Evolution of Relationship Marketing, Purpose, Stake Holders in CRM, Significance, CRM Marketing Initiatives, Market Share Vs Mind Share, Life Time Value of a Customer.

**UNIT – II**

**9**

**Measuring Customer Satisfaction:** Meaning, Significance, Factors, Measuring Customer Satisfaction – Methods, Complaint Management, Reasons, Advantages, Complaint Management Systems: Benefits, Feedback, After Sales Services and Complaint Management in Services.

**UNIT – III**

**9**

**CRM:** E-CRM, Integration of CRM with ERP, Call Centers Features & Functions, Integration of CRM with Data Base, Data Warehousing and Data Mining.

**UNIT – IV**

**9**

**CRM Implementation:** Process, Customer Care, Customer Services, Electronic Point of Sales, Help Desk, ATM, Sales Force Automation, leveraging Internet and Mobile, Service Automation.

**UNIT – V**

**9**

**Application of CRM in Different Markets:** Service Markets, Hospitality, Aviation, Retail, Telecom Services, Banking.

**TOTAL: 45**

**REFERENCE BOOKS:**

1. Alok Kumar Rai, “Customer Relationship Management – Concepts and Cases”, Prentice Hall of India, New Delhi, 2013.
2. Ekta Rastogi, “Customer Relationship Management – Text and Cases”, Excel Books, 2011.
3. Roger. J Baron et al, “Customer Relationship Management”, 1<sup>st</sup> Edition, Fourth Western Cengage Learning, 2008.
4. Sugandhi R.K., “Customer Relationship Management”, 1<sup>st</sup> Edition, New Age International Publishers, New Delhi, 2010.
5. Peeru Mohamed H and Sagadevan A., “Customer Relationship Management”, 1<sup>st</sup> Edition, Vikas Publishing House Pvt Ltd, 2003.
6. Clardia Imhoff, Lisa Loftis and Jonathan G Geiger,, “Building Customer Centric Enterprise”, 1<sup>st</sup> Edition, Wiley Publications, Singapore, 2001.
7. Jill Dyche , “The CRM Handbook: A Business Guide to Customer Relationship Management”, 3<sup>rd</sup> Edition, Pearson Education, New Delhi, 2007.
8. Jagdish N Sheth, Parvathiyar Atul and Shainesh G, “Customer Relationship Management, Emerging Concepts Tools and Applications”, 5<sup>th</sup> Edition, Tata McGraw Hill Publishing Company, New Delhi, 2004.

**Course Outcomes:**

On completion of the course the students will be able to

- understand about how and why organizations establish relationship with its customer
- understand how relationship management strategies can be used effectively in matching products and services successfully
- implement and utilize CRM strategies effectively

**UNIT– I****9**

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

**UNIT – II****9**

**Channel Participants:** Overview, Producers and Manufacturers, Wholesale Intermediaries, Retail Intermediaries, Facilitating Agencies.

**UNIT – III****9**

**Channel Member Selection:** Selection Process. **Channel Design:** Channel Design Strategies, Channel Management. Logistics: Systems, Cost, Components.

**UNIT – IV****9**

**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.

**UNIT – V****9**

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

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

1. Louis W Stern, Adel I Ansary, and Anne T Coughlan, “Marketing Channels”, 5<sup>th</sup> Edition, Prentice Hall of India, New Delhi, 2007.
2. Spiro, Stanton and Rich, “Management of a Sales Force”, 11<sup>th</sup> Edition, Tata McGraw Hill Publishing Company, New Delhi, 2007.
3. Bert Rosenbloom, “Marketing Channels”, 7<sup>th</sup> Edition, Thomson Southwestern, Singapore, 2004.
4. Lou E Pelton, David Strutton, and James R Lumpkin, "Marketing Channels- Relationship Management", Irwin Publishers, Homewood, 2007.
5. Bowersox, “Strategic Marketing Channel Management”, 1<sup>st</sup> Edition, Tata McGraw Hill Publishing Company, New Delhi, 2004.
6. Tapan K Panda and Sunil Sahadev, “Sales and Distribution Management”, Oxford Higher Education University Press, 2007.

**Course Outcomes:**

On completion of the course the students will be able to

- understand about the different types of distribution channels
- learn how to deal with business partners
- get a overview about interfacing with logistics and channel management
- get an update on electronic and international marketing channels

<b>UNIT– I</b>	<b>9</b>
<b>Retailing:</b> Meaning, History of Retailing, Global Trends in Retail Industry, Characteristics and Functions of Retailing, Formats of Retailing, Retailing Models – Ownership, Franchising, Leasing, Theories in Retailing.	
<b>UNIT – II</b>	<b>9</b>
<b>Retail Customer Behavior:</b> Customer Behavior, Profile of the Indian Shoppers, Types of buying decisions, The Buying Process, Factors Influencing Buying Decisions, Retail Market Segmentation	
<b>UNIT – III</b>	<b>9</b>
<b>Retail Market Planning:</b> Retail Market Strategy, Retail Planning Process, Retail Location Selection Decision, Levels of Location Decision, Types of Retail Location, Site Analysis, Selection of Market Area, Location Assessment Procedures, Space Management, Information and Supply Management	
<b>UNIT – IV</b>	<b>9</b>
<b>Product, Distribution, Pricing, Promotion:</b> Product and Brand Management, Merchandise Management and Planning, Category Management, Pricing Strategy, Retail Promotion Mix, Selection, Advertising and Sales Promotional Mix, Publicity, Personal Selling, Relationship Marketing Strategy	
<b>UNIT – V</b>	<b>9</b>
<b>Financial and Human Resource:</b> Financial Strategy in Retailing, Human Resource Management in Retailing. <b>International and E-Retailing:</b> International Retail Management, E-Retailing Management and E- Retailing Process.	

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

1. Chetan Bajaj, Rajnish Tuli and Nidhi Varma Srivastava, “Retail Management”, Oxford University Press, 2010.
2. Swapna Pradhan, “Retail Management”, Tata McGraw-Hill, 2009.
3. Andrew J Newman, and Peter Cullen, “Retailing Environment and Operations”, Cengage Learning, 2010.
4. Michael Levy and Barton Weitz, “Retail Management”, 8<sup>th</sup> Edition, McGraw-Hill/Irwin, 2011.
5. Barry Berman and Joel R Evans, “Retail Management Strategic Approach”, 12<sup>th</sup> Edition, Prentice Hall of India, New Delhi, 2012.
6. Patrick M. Dunne, Robert F. Lusch, James R Carver, “Retailing”, 7<sup>th</sup> Edition, Cengage Learning.
7. Cynthia R. Easterling, Ellen L. Flottman, Marian H. Jernigan, Beth E.S. Wuest, “Merchandising Mathematics for Retailing”, 4<sup>th</sup> Edition, Prentice Hall, 2007.
8. Mickey Kosloski and Sharon R Davis, “Retailing and E-Tailing”, 1<sup>st</sup> Edition, Text Edition, Goodheart-Willcox, 2014.

**Course Outcomes:**

On completion of the course the students will be able to

- know the retail trends and developments in the recent years
- gain knowledge on the customer behavior and buying decision process in retailing
- get the insights on the different types of retail formats and merchandising process
- know how to use category management for different products and brands in retail business
- understand the importance of retail planning, location decision and supply management
- handle the international retailing and e-retail management using technologies

**UNIT– I****9**

**Introduction to Rural Marketing:** Rural Marketing - Scope, Opportunities and Challenges, Rural Markets of India, Rural Consumers, Profile, Characteristics, Rural Marketing Environment.

**UNIT – II****9**

**Rural Marketing Research:** Rural Market Research, Research Process in Rural Markets, New Research Tools in Rural Markets, Understanding the Buyers Needs and Buying Behaviour and Decision Making Process.

**UNIT – III****9**

**Rural Market:** Segmentation and Targeting, Rural Market Segmentation, Concepts, Levels and Effective Segmentation, Targeting and Positioning in Rural Markets.

**UNIT – IV****9**

**Product:** Rural Marketing Mix, Product Strategies, Concept and Classification, Product Life Cycle, Basics of Rural Branding. **Price:** Pricing Strategies in Rural Markets, Price Fixation, Pricing Methods and Strategies for Pricing, Pricing Objectives.

**UNIT – V****9**

**Place:** Distribution, Challenges in Rural Areas, Channels of Distribution, New Approaches and Strategies. **Promotion:** Challenges Rural Communication, Promotion Mix, Media, Media Choice, Target Audience Profile and Promotion Strategies.

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

1. Pradeep Kashyap, “Rural Marketing”, 2<sup>nd</sup> Edition, Pearson Education, New Delhi, 2012.
2. Krishnamacharyulu C.S.G. and Lalitha Ramakrishnan, “Rural Marketing: Text and Cases”, 2<sup>nd</sup> Edition, Pearson Education, New Delhi, 2011.
3. Ruchika Ramakrishnan, “Rural Marketing in India: Strategies and Challenges”, New Century Publication, New Delhi, 2006.
4. Awadesh Kumar Singh and Satyaprakash Pandey, “Rural Marketing Indian Perspective”, 1<sup>st</sup> Edition, New Age International Ltd, New Delhi, 2007.
5. Sanal Kumar Velayudhan, “Rural Marketing: Targeting on Non Urban Consumers”, 2<sup>nd</sup> Edition, Sage Publications, New York, 2007.
6. Balram Dogra and Karminder Ghuman, “Rural Marketing: Concepts and Practices”, Tata McGraw Hill Publishing Company, New Delhi, 2008

**Course Outcomes:**

On completion of the course the students will be able to

- understand the nuances of rural marketing and differentiate between rural and urban consumers
- learn what are the ways in which one can identify the rural market and target effectively
- demonstrate the marketing mix components can be designed to market products effectively in rural markets

**UNIT– I****9**

**Introduction to Sales Management:** Sales management, Meaning, Evolution, Objectives, Importance Selling vs. Marketing.

**UNIT – II****9**

**The Selling Process:** Selling Methodologies, Methods of Personal Selling. Steps in the Selling Process.

**UNIT – III****9**

**Sales Forecasting:** Sales Information Management, Sales Forecasting Methods, Designing and Organizing a Sales Department.

**UNIT – IV****9**

**Sales Force Management:** Recruitment, Selection, Placement, Socialization, Training Methods, Sales Force Motivation, Designing a Compensation Plan.

**UNIT – V****9**

**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. Charles M Futrell, "Sales Management", 6<sup>th</sup> Edition, Thomson South Western, Singapore, 2009.
2. Spiro, Stanton and Rich, "Management of Sales Force", 11<sup>th</sup> Edition, Tata McGraw Hill Publishing Company, New Delhi, 2007.
3. Mark W Johnston, Greg W Marshall, "Sales Force Management", 8<sup>th</sup> Edition, Tata McGraw Hill Publishing Company, New Delhi, 2007.
4. Vaswar Das Gupta, "Sales Management in the Indian Perspective", Prentice Hall of India, New Delhi, 2007.
5. Tapan K Panda, and Sunil Sahadev, "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.
7. Tanner, Honey Cutt and Erffmeyer, "Sales Management", Tata McGraw Hill, 2009.

**Course Outcomes:**

On completion of the course the students will be able to

- differentiate and distinguish selling and marketing
- make a sales presentation
- comprehend clearly business to consumer and business to business selling
- learn how to perform as a team leader and lead his/her sales team

## 14MBE26 SERVICES MARKETING

3 0 0 3

### UNIT– I

9

**Services Marketing:** Current trends, Definition, Characteristics of services vs. goods marketing, Classification of services, Service Marketing Mix, Service Triangle, Gaps Model of Services. Service Market Segment, Consumer Behaviour in Services, Consumer Choice, Experience, and Post Experience Evaluation.

### UNIT – II

9

**Customer Expectations and Perception:** Customer expectations of Service, Levels of Expectations, Issues, Customer Perception of Services, Customer Satisfaction, Service Quality, Service Encounters.  
**Market Research in Services:** Understanding Customers through Market Research in Services.

### UNIT – III

9

**Relationship Management in Services:** Building Relationship, Measuring Relationship Value of the Customers, Customer Profitability Segments, Service Recovery Paradox and Service Guarantees.  
**Services Design and Standards:** Types of Standard, Stages in New Service Development, Customer Defined Service Standards , Process of Developing Standards, Service Blueprinting

### UNIT – IV

9

**Physical Evidence:** Designing the Servicescapes, Ambience, Physical Evidence in Service Industry  
**Performing Service Intermediaries:** Employees' and Customers' Role in Service Delivery, Service Culture, Strategies. Delivering Service through Intermediaries and Electronic Channels

### UNIT – V

9

**Managing Demand and Capacity:** Managing Service Promises, Integrated Services Marketing Communications, Pricing of Services, Closing the Gaps in Services Marketing.

**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”, 6<sup>th</sup> Edition, Tata McGraw Hill Publishing Company, New Delhi, 2013.
2. Christopher Lovelock and Jochen Wirtz, “Services Marketing People, Technology, Strategy”, 7<sup>th</sup> Edition, Pearson Education, 2011
3. Douglas Hoffman K and John E.G Bateson, “Services Marketing: Concepts, Strategies and Cases”, 4<sup>th</sup> Edition, Cengage Learning, 2011.
4. Govind Apte, “Services Marketing”, 6<sup>th</sup> Edition, Oxford University Press, New Delhi, 2007.
5. Bhattacharjee C., “Services Marketing”, Excel Books, New Delhi, 2006.
6. Srinivasan R., “Services Marketing: The Indian Context”, Prentice Hall of India, New Delhi, 2010.
7. Rajendra Nargundkar, “Services Marketing”, Tata McGraw Hill, 2010.

### Course Outcomes:

On completion of the course the students will be able to

- know the difference between goods vs. services marketing practices
- gain knowledge on the gaps model of service quality in an organisation
- draw the different types of customers behaviors, expectations and perceptions
- know the different customer requirements and activities to be performed as promised
- draw the importance of using technology in delivering the service to the customers

**UNIT – I****9**

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

**UNIT – II****9**

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

**UNIT – III****9**

**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.

**UNIT – IV****9**

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

**UNIT – V****9**

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

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

1. Ed Roman , Scott Ambler and Tyler Jewell, “Mastering Enterprise Java Beans”, 3<sup>rd</sup> Edition, John Wiley and Sons, New York, 2006.
2. Stephen Aubury, and Scott R Weiner, “Developing Java Enterprise Applications”, 2<sup>nd</sup> Edition, Wiley Computer Publishing, New York, 2004.
3. Paul Deitel, Harvey Deitel and Abbey Deitel, “Internet and World Wide Web – How to Program”, 5<sup>th</sup> Edition, Prentice Hall, New Delhi, 2011.
4. Subramanyam Allamaraju, “Professional Java Server Programming J2EE 1.3”, Wrox Press, Singapore, 2001.
5. Rickard Oberg, “Mastering RMI: Developing Enterprise Applications in Java and EJB”, John Wiley Sons, New York, 2001.

**Course Outcomes:**

On completion of the course the students will be able to

- understand the concepts involved in design and development of web based application
- understand the components of Enterprise Java Beans

**UNIT– I****9**

**Foundation:** Introduction to Data Warehousing: Need, Definition, Characteristics, Architectural Component, and Trends. Data Warehousing: Components, Building a Data warehouse.

**UNIT – II****9**

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

**UNIT – III****9**

**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.

**UNIT – IV****9**

**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.

**UNIT – V****9**

**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”, 1<sup>st</sup> Edition, Tata McGraw Hill Publishing Company, New Delhi, 2006.
2. Paulraj Ponniah, “Data Warehousing Fundamentals”, 2<sup>nd</sup> Edition, Wiley Publishers, 2012.
3. Sam Anahoz and Dennis Murray, “Data Warehousing in the Real World”, 1<sup>st</sup> Edition, 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”, 3<sup>rd</sup> Edition, Prentice Hall of India, New Delhi, 2008.

**Course Outcomes:**

On completion of the course the students will be able to

- understand the ideas and technologies in the area of data warehousing
- know the concepts and methods in application of data mining
- prepare data design, query and physical design



**UNIT – I** **9**

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

**UNIT – II** **9**

**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.

**UNIT – III** **9**

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

**UNIT – IV** **9**

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

**UNIT – V** **9**

**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 and Forcing Pages, ARIES and other Recovery related structure.

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

1. Abraham Silberschatz, Henry F Korth and Sudhashan S., “Database System Concepts”, 6<sup>th</sup> Edition, Tata McGraw Hill Publishing Company, New Delhi, 2013.
2. Raghu Ramakrishnan and Johannes Gehrke, “Database Management Systems”, 3<sup>rd</sup> Edition, McGraw Hill Education, India, 2014.
3. Date C.J., “An Introduction to Database Systems”, 8<sup>th</sup> Edition, Addison Wesley, New York, 2013.
4. Rajesh Narang, “Database Management System”, 2<sup>nd</sup> Edition, Prentice Hall of India, New Delhi, 2011.

**Course Outcomes:**

On completion of the course the students will be able to

- understand the concepts, structure and functions of database
- know the issues involved in the operations of DBMS

## 14MBE30 DECISION SUPPORT SYSTEM

3 0 0 3

### UNIT– I

9

**Introduction:** Concepts, Configurations, Characteristics and Capabilities, Components – Data Management Subsystem, Model Management Subsystem, User Interface Subsystem and Knowledge based Subsystem.

### UNIT – II

9

**DSS:** User, Hardware and Classifications. **Types of Models:** Descriptive Vs Prescriptive, Static Vs Dynamic, Optimization Vs Heuristic, Stimulation Model.

### UNIT – III

9

**Building and Implementing DSS:** Architecture, DSS and Client/Server Computing, Internet and Client/ Server Computing in DSS, Open Systems and DSS. **DSS Software Tools:** Categories, Standard packages, Specialized Tools and Generators, Programming Languages and DSS User Interface.

### UNIT – IV

9

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

### UNIT – V

9

**Group DSS:** Concepts, Reasons, Media Richness and Task Types, Types of GDSS, Groupware and its Products, Group DSS today – Electronic Meeting System and Work Flow System. DSS and Expert Systems: Basic Ideas, Pros and Cons.

**TOTAL: 45**

### REFERENCE BOOKS:

1. Efreem G Mallach, “Decision Support and Data Warehouse System”, 1<sup>st</sup> Edition, Tata McGraw Hill Publishing Company, New Delhi, 2008.
2. Ramesh Sharda, Dursun Delen and Efraim Turban, “Business Intelligence and Analytics: Systems for Decision Support”, 10<sup>th</sup> Edition, Pearson Education, New Delhi, 2013.
3. George M Marakas, “Decision Support System”, 2<sup>nd</sup> Edition, Prentice Hall of India, New Delhi, 2013.
4. Jatinder N.D, Gupta, Guissepi A, et al., “Intelligent Decision Support System: Foundations, Applications and Challenges”, Springer, London, 2010.

### Course Outcomes:

On completion of the course the students will be able to

- design an information system and use it for decision support
- design and implement decision support in organization

## 14MBE31 ENTERPRISE RESOURCE PLANNING

3 0 0 3

### UNIT– I

9

**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.

### UNIT – II

9

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

### UNIT – III

9

**ERP Vendors:** SAP, ORACLE, PEOPLESOFT, BAAN RAMCO, QAD, Functional Modules in SAP/R3, ORACLE.

### UNIT – IV

9

**ERP Models:** ERP for Small and Medium Enterprises (SME). , ERP Domain Expertise, Web Enabled ERP, Software as a Service Model.

### UNIT – V

9

**Advances in ERP:** SCM, CRM, Industry – Specific Variants. **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. Rahul V Altekar., “Enterprise wide Resource Planning: Theory and Practice”, Prentice Hall of India, New Delhi, 2008.
2. David L Olson., “Managerial Issues of Enterprise Resource Planning Systems”, 1<sup>st</sup> Edition, Tata McGraw Hill Publishing Company, New Delhi, 2008.
3. Ellen Monk and Bret Wagner, “Concepts in Enterprise Resource Planning”, 4<sup>th</sup> Edition, Cengage Learning, 2011.
4. Gary A Langan Walter, “Enterprise Resource Planning and Beyond”, CRC Press, London, 2010.
5. Robert Jacobs F and David Clay Whybark, “Why ERP – A Primer on SAP Implementation”, 1<sup>st</sup> Edition, Tata McGraw Hill Publishing Company, New Delhi, 2010.

### Course Outcomes:

On completion of the course the students will be able to

- know the basic concepts of ERP and recent advances
- understand the managerial issues in selection and implementation of ERP systems
- apply ERP for organizations including SMEs

## 14MBE32 KNOWLEDGE MANAGEMENT

3 0 0 3

### UNIT – I

9

**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.

### UNIT – II

9

**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.

### UNIT – III

9

**Knowledge Codification:** Meaning, Reasoning for Codifying, Codification Tools and Procedures. Knowledge Developers 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.

### UNIT – IV

9

**KM System Tools and Portals Learning from Data:** Data Visualization, Neural Networks as a Learning Model, Association Rules, Classification Trees.

### UNIT – V

9

**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. Elias M Awad, and Hassan M. Ghazini, "Knowledge Management", 2<sup>nd</sup> Edition, Prentice Hall of India, New Delhi, 2011.
2. Irma Becerra-Fernandez and Rajiv Sabherwal, "Knowledge Management Challenges, Solutions and Technologies", Prentice Hall of India, New Delhi, 2004.
3. Ralph Kimball, and Margy Ross., "The Data Warehouse Tool Kit, The Complete Guide to Dimensional Modeling", 3<sup>rd</sup> Edition, Wiley and Sons, New York, 2013.
4. Madan Mohan Rao, "Knowledge Management Tools and Techniques: Practioners and Experts Evaluate KM Solutions", Bulterworth-Heinemann, London, 2004.
5. Stuart Barnes, "Knowledge Management Systems: Theory and Practice", Thomson Learning, Singapore, 2002.

### Course Outcomes:

On completion of the course the students will be able to

- understand the fundamental concepts in knowledge management
- understand the methods, techniques and tools of knowledge management
- appreciate ethical and legal issues in knowledge management

## 14MBE33 PRODUCT DESIGN

3 0 0 3

### UNIT – I

9

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

### UNIT – II

9

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

### UNIT – III

9

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

### UNIT – IV

9

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

### UNIT – V

9

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

**TOTAL: 45**

### REFERENCE BOOKS:

1. Karl T. Ulrich, Steven D. Eppinger, Anita Goyal, “Product Design and Development”, 4<sup>th</sup> Edition, Tata McGraw Hill, Reprint 2009.
2. Kenneth B. Kahn, “New Product Planning”, Sage Publications, 2010.
3. Chitale A.K. and Gupta R.C., “Product Design and Manufacturing”, Prentice Hall of India, 2008.
4. Deborah E. Bouchoux, “Intellectual Property Rights”, Cengage Learning, 2005.
5. Michael Grieves, “Product Life Cycle Management”, Tata McGraw Hill, 2006.

### Course Outcomes:

On completion of the course the students will be able to

- exhibit his/her knowledge on how a product is designed based on the needs of a customer
- carry out patent search and apply for patenting a new product

## 14MBE34 LEAN MANUFACTURING

3 0 0 3

### UNIT– I

9

**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

### UNIT – II

9

**Toyota Way Principles Relating Long Term Philosophy and Processes:** Toyota way Principle: - Long Term Philosophy, Continuous flow, Pull Systems, Level Work Load

### UNIT – III

9

**Toyota Way Principles Relating to Processes:** Stopping the line to fix quality problems, Standardization of Tasks, Visual controls, 5S Principles, Using Reliable and tested technologies.

### UNIT – IV

9

**People Principles and Problem Solving:** People Related Principles: Grooming Leaders, Developing Teams and Working with Suppliers as Partners. **Approach to Problem Solving:** Go and See For Yourself

### UNIT – V

9

**Problem Solving and Becoming a Learning Organization:** 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. Jeffrey K Liker, “The Toyota Way”, Tata McGraw Hill Publishing Company, 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”, 2<sup>nd</sup> Edition, WCM Associates, 2004.
4. James P Womack, Daniel T Jones and Daniel Roos, “The Machine that Changed the World”, Macmillan International, London, 2007.
5. Dennis P. Hobbs, “Lean Manufacturing Implementation: A Complete Execution Manual for Any Size Manufacturer”, J. Ross Publishing, 2004.

### Course Outcomes:

On completion of the course the students will be able to

- understand the fundamental concepts behind lean thinking
- describe, in writing, lean manufacturing principles and the appropriate lean manufacturing practices to apply in response to specific problems
- identify and describe the relevance of lean manufacturing principles and practices in the enterprise to manufacturing processes and equipment, supply chain management, product development and human resource management
- plan, implement and evaluate the impact of lean manufacturing principles and practices

## 14MBE35 OPERATIONS CONTROL

3 0 0 3

### UNIT – I

9

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

### UNIT – II

9

**Production Planning and Control:** 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..

### UNIT – III

9

**Manpower Planning and Control:** 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.

### UNIT – IV

9

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

### UNIT – V

9

**Cost Control:** 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. “Management Control Systems”, 2<sup>nd</sup> Edition, IBS Centre for Management Research, Hyderabad.
2. Chary S N., “Production and Operations Management”, 5<sup>th</sup> Edition, Tata McGraw Hill Publishing Company, New Delhi, 2012.
3. Charles T Horngren, Foster and Datar, “Cost Accounting – A Managerial Emphasis”, 14<sup>th</sup> Edition, Prentice Hall of India, New Delhi, 2012.
4. Panneerselvam, “Production and Operations Management”, 3<sup>rd</sup> Edition, Prentice Hall of India, New Delhi, 2012.
5. Vollmann, Berry and Whybark, “Manufacturing Planning and Control for Supply Chain Management”, 5<sup>th</sup> Edition, Tata McGraw Hill Publishing Company, New Delhi, 2005.

### Course Outcomes:

On completion of the course the students will be able to

- understand the basic concepts of control processes
- understand the functions of production planning and control
- understand the methods of manpower planning and control
- understand the role of maintenance management
- apply the principles of cost control

## 14MBE36 PURCHASING AND MATERIALS MANAGEMENT

3 0 0 3

### UNIT – I

9

**Purchasing Functions:** Objectives of Materials Management, Relationship of Purchasing Department with other Departments, Procurement, Supply Management Activities. Purchasing - Objectives and Policies, Operating Procedures, Purchasing Cycles

### UNIT – II

9

**Supply Sources:** Importance of Source Selection, Vendor Development and Maintenance, Vendor Rating, Competitive Bidding, Selecting the Source, Negotiation - Objectives, Process, Techniques, Price negotiation. Purchasing of capital goods, Seasonal commodities, Insurance spares.

### UNIT – III

9

**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

### UNIT – IV

9

**Materials Management:** Materials Management, Legal Aspects of Buying, Buyer-Seller Relationship and Ethics.

### UNIT – V

9

**Warehousing Management:** Stores Management, Incoming Material Control, Stores Documentation and Accounting and Materials Management Information System.

**TOTAL: 45**

### REFERENCE BOOKS:

1. Jain. K.C. and Jeet Patidar, "Purchasing and Materials Management", S Chand & Co., New Delhi, 2011.
2. Chitale A.K. and Gupta R.C., "Materials Management, Text and Cases", 2<sup>nd</sup> Edition, Prentice Hall of India, New Delhi, 2011.
3. Gopalakrishnan P and Haleem Abid, "Hand Book of Materials Management", 2<sup>nd</sup> Edition, Prentice Hall of India, New Delhi, 2015.

### Course Outcomes:

On completion of the course the students will be able to

- make purchase decisions and plan for material requirements and analyze inventory
- prepare cost analysis and purchase strategy
- compute optimum inventory level
- monitor material movement and control



## 14MBE37 SERVICE OPERATIONS MANAGEMENT

3 0 0 3

### UNIT – I

9

**Understanding Services:** Role of Services in the Economy, Nature of Services, Growth and Globalization of Services , Service Strategy

### UNIT – II

9

**Designing the Delivery System:** New Service Development, Service Blue Print, Technology in Services, Service Quality, Process Improvement in Service Encounter

### UNIT – III

9

**Managing Service Operations:** Managing Service Operations: Managing Capacity and Demand, Managing Waiting Lines, Service Supply Relationships.

### UNIT – IV

9

**Quantitative Models for Service Management:** Capacity Planning and Queuing Models, Forecasting Demand for Services, Managing Facilitating Goods.

### UNIT – V

9

**Performance Management:** Service Productivity, Performance measurement, Linking operations decisions to business performance, Driving operational improvement

**TOTAL: 45**

### REFERENCE BOOKS:

1. James A Fitzsimmons and Mona J Fitzsimmons, “Service Management: Operations, Strategy and Information Technology”, 7<sup>th</sup> Edition, Tata McGraw Hill Publishing Company, New Delhi, 2014.
2. Metters, King Metters and Pullman., “Successful Service Operations Management”, 2<sup>nd</sup> Edition, Cengage Learning, New Delhi, 2012.
3. Prof Robert Johnston, Graham Clark and Michael Shulver, “Service Operations Management: Improving Service Delivery”, 4th Edition, Pearson Education, 2012.
4. Vinnie Jauhari and Kriti Dutta, “Services: Marketing, Operations and Management”, Oxford Higher Education, 2009.

### Course Outcomes:

On completion of the course the students will be able to

- understand the importance of services in the economy
- design a suitable system for delivery of services
- manage the service delivery
- understand quantitative methods useful in service operations management
- monitor and improve service performance

**UNIT – I****9**

**Introduction:** Evolution – Decisions -Importance. Supply Chain Strategy and Performance Measures, Enablers, Drivers, Outsourcing, Make versus Buy, Supply Chain Performance in India

**UNIT – II****9**

**Managing Material Flow in Supply Chains:** Inventory Management, Types of Inventory Managing Inventory. Network Design and Operation, planning, problem, Extensions

**UNIT – III****9**

**Managing Information Flow in Supply Chains:** Demand forecasting, Methods, Time-series Models, Information Technology in Supply Chain Management, Enabling SCM & Strategic Management Framework for IT Adoption

**UNIT – IV****9**

**Supply Chain Innovation:** Supply Chain Integration, Internal & External Integration, Building Partnership and Trust in a Supply Chain. **Supply Chain External Integration:** Industry-level Initiatives, Supply Chain Restructuring, Supply Chain Mapping, Supply Chain Process Restructuring, Postpone the Point of Differentiation, Changing the Shape of the Value-addition Curve, Advance the Customer Ordering Point

**UNIT – V****9**

**Transportation System:** Evolution, Infrastructure, Transportation Operation, Documentation, E-Business, Framework and Role of Supply Chain in e- business and B2B practices. Software Packages in Supply Chain, GPS, Tracking System.

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

1. Janat Shah, "Supply Chain Management: Text and Cases", Person Education, 2009.
2. Donald J. Bowersox, David J. Closs, Bixby Cooper M., "Supply Chain Logistics Management", 2<sup>nd</sup> Edition, McGraw Hill Education, 2008.
3. Sunil Chopra and Peter Meindl, "Supply Chain Management", Prentice Hall, New Jersey, 2006.
4. John J. Coyle, John Langley C, Brian J. Gibson, Robert A. Novack, Edward J. Bardi, "A Logistics Approach to Supply Chain Management", Cengage Learning, Indian Edition, 2009.
5. David N Burt, Donald W Dobler, Stephen L Starling," World Class Supply Management: The Key to Supply Chain Management", McGraw Hill, New York, 2002.

**Course Outcomes:**

On completion of the course the students will be able to

- understand and analyze supply chains from a strategic perspective
- identify the issues related to the management of material flow in supply chains
- recognize and apply basic planning, design and control of flow of material, information and finance along the supply chain in order to deliver superior value to the end customer in an effective and efficient manner
- demonstrate proficiency in improving service level and minimizing costs through supply chain innovation
- demonstrate the options and cost structures in choosing the optimal modes of transportation

## 14MBE39 MANAGEMENT OF BANKS AND FINANCIAL INSTITUTIONS

3 0 0 3

### UNIT-I

9

**Overview of Indian Financial System:** Segments of Financial Market – Central Bank’s role and Function – Types of Banks – Commercial Banks and its function – Capital market functions of SEBI – Activities of Insurance and Pension regulators.

### UNIT – II

9

**Types of Banking:** Retail Banking Deposit and Loan products – Wholesale Banking and its products – International Banking – CIBIL – Basel II – Banking Codes and Standard Boards – Basel III and Risk Management.

### UNIT – III

9

**Banker - Customer Relationship:** Garnishee Order – Rights of a Banker – Banker’s Lien – Pledge – Mortgage – Hypothecation – Right of set-off – Know Your Customer (KYC) Guidelines – Mandate and Power of Attorney – Principles of Lending – Credit Appraisal Techniques – Credit Risk and Liquidity Risk in Banks.

### UNIT – IV

9

**Fund based and Non-Fund based Credit Facility:** NPA Management, Ancillary Services, Opening of Accounts for Various Types of Customers - Minors, Joint Account Holders, HUF, Firms, Companies, Trusts, Societies and Government bodies, Government sponsored schemes.

### UNIT – V

9

**Types of Collaterals and their Characteristics:** Priority Sector Lending, Financial inclusion, Agriculture Financing, Factoring, Securitisation, Bancassurance, Mutual Funds etc, Asset-Liability Management, Recent Developments in National and International Scenarios.

**TOTAL: 45**

### REFERENCE BOOKS:

1. Indian Institute of Banking and Finance, “Principles and Practices of Banking”, 2<sup>nd</sup> Edition, MacMillan Ltd, 2012.
2. E Gordon, Dr K Natarajan, “Banking Theory, Law and Practice”, 21<sup>st</sup> Edition, Himalaya Publishing House”, 2009.
3. Padmalatha Suresh and Justin Paul, “Management of Banking and Financial Services”, 2<sup>nd</sup> Edition, Pearson Education India, 2011.
4. Clifford Gomez, “Banking and Finance: Theory, Law and Practice”, Prentice Hall of India, 2011.
5. “Banking Law and Practice”, The Institute of Company Secretaries of India, New Delhi.

### Course Outcomes:

On completion of the course the students will be able to

- understand the Indian banking system and the functions of banks
- know the various products and services offered by retail and wholesale banking
- make out the various forms of banker-customer relationship exists during banking transactions
- recognize the policies and norms applicable in opening of accounts for different types of customers

## 14MBE40 BANKING TECHNOLOGY MANAGEMENT

3 0 0 3

### UNIT – I

9

**Branch Operations and Core Banking:** Introduction and Evolution of Bank Management, Technological Impact in Banking Operations, Total Branch Computerization, Electronic Banking Electronic Products, Core Banking, Centralized Banking.

### UNIT – II

9

**Delivery Channels:** Overview, Automated Teller Machines, Anywhere Anytime Banking, Internet Banking, Mobile Banking, Phone Banking, Call centers, Payment Gateways, Card Technologies, MICR Electronic Clearing, Security in Delivery channels.

### UNIT – III

9

**Inter Bank Payment and Settlement System:** Interface with Payment System Network, Structured Financial Messaging System, National Electronic Fund Transfer System (NEFT), Electronic Clearing System (ECS), SWIFT – Real Time Gross Settlement (RTGS), Negotiated Dealing Systems (NDS) and Securities Settlement System, Electronic Money – E Cheques – Information System Security and Disaster Management, Protecting Data – RuPay: India's Card Payment Network.

### UNIT – IV

9

**Back Office Operations:** Bank Back Office Management, Inter Branch Reconciliation, Treasury Management, Risk Management, Data Centre Management, Network Management, Customer Relationship Management (CRM)

### UNIT – V

9

**Contemporary Issues in Banking Techniques:** Analysis of Rangarajan Committee Reports, Banking Softwares, Licensing Small banks and Payment Banks, Case studies on banking technology.

**TOTAL: 45**

### REFERENCE BOOKS:

1. Firdos Temurasp Shroff, "Modern Banking Technology", Northern Book Centre, New Delhi, 2007.
2. Revathy Sriram M., "Core Banking Solution", 2<sup>nd</sup> Edition, Prentice Hall of India, New Delhi, 2013.
3. Muraleedharan D., "Modern Banking Theory and Practice", 2<sup>nd</sup> Edition, Prentice Hall of India, New Delhi, 2014.
4. "Banking Law and Practice", The Institute of Company Secretaries of India, New Delhi.
5. Vadlamani Ravi, "Introduction to Banking Technology and Management", Institute for Development and Research in Banking Technology, India, 2011.

### Course Outcomes:

On completion of the course the students will be able to

- know the working mechanism of various electronic banking services e-banking, mobile banking etc
- understand the functioning of core banking and centralized banking systems
- aware the different payment and settlement system
- know about the risk management techniques and data protection systems

## 14MBE41 LEGAL AND REGULATORY ASPECTS OF BANKING

3 0 0 3

### UNIT-I

9

**Regulatory Frameworks of Indian Banks:** Banking Regulation Act 1949 Banking Companies (Acquisition and transfer of undertakings Act 1970 & 1980) –RBI Act - Government and RBI's powers - Opening of New Banks and Branch Licensing –New Bank Licensing Policy 2013 - 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 of Banks.

### UNIT – II

9

**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.

### UNIT – III

9

**Legal Aspects of Banking Operations:** Cheque, Definition, Types, Crossing and Endorsement. Paying Banker, Obligations, Liability, Protection. Collecting Banker, Statutory Protection, Duties and Responsibilities. Indemnities, Guarantees - Laws Relating to Bill Finance, LC and Deferred Payments, Laws Relating to Securities and its Valuation, Modes of Charging Securities.

### UNIT – IV

9

**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.

### UNIT – V

9

**Legal Aspects:** The Securitisation and Reconstruction of Financial Assets and Enforcement of Security Interest Act, 2002 (a) The Consumer Protection Act, 1986, (b) Banking Ombudsman, (c) LokAdalats (d) Lender's Liability Act.

**TOTAL: 45**

### REFERENCE BOOKS:

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

### Course Outcomes:

On completion of the course the students will be able to

- understand the legal and regulatory framework of the banking system
- demonstrate knowledge of various laws and enactments affecting day to day banking operations

## 14MBE42 INTERNATIONAL BUSINESS MANAGEMENT

3 0 0 3

### UNIT- I

9

**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.

### UNIT – II

9

**Foreign Direct Investment:** India's Experience, Implications, Challenges, Protectionism - Tariff Barriers, Non Tariff Barriers, Cartels, State Trading.

### UNIT – III

9

**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, International Pricing, International Promotion, International Organization and Human Resource Management.

### UNIT – IV

9

**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.

### UNIT – V

9

**Recent Trends in Exporting:** Industrial Corridors, EOU's, Liberalization and Integration with the World's Economy, Factors Favouring Globalization, and Obstacles to Globalization.

**TOTAL: 45**

### REFERENCE BOOKS:

1. Francis Cherunilam, "International Business", 5<sup>th</sup> Edition, Prentice Hall of India, New Delhi, 2010.
2. Charles W L Hill and Arun K Jain, "International Business", 10<sup>th</sup> Edition, Tata McGraw Hill Publishing Company, New Delhi, 2014.
3. Aswathappa K, "International Business", 5<sup>th</sup> Edition, Tata McGraw Hill Publishing Company, New Delhi, 2012.
4. Hodgetts Richard M, Fred Luthans and Doh., "International Management", 6<sup>th</sup> Edition, Tata McGraw Hill Publishing Company, New Delhi, 2007.
5. John D Daniels and Lee H Radebaugh, "International Business: Environments and Operations", 12<sup>th</sup> Edition, Pearson Education, New Delhi, 2010.
6. Onkvisit and Shaw, "International Marketing: Analysis and Strategy", 3<sup>rd</sup> Edition, Prentice Hall of India, 2011.

### Course Outcomes:

On completion of the course the students will be able to

- understand the fundamental theories of international business
- know the framework of international business
- make international business decisions
- gain knowledge on international business environment
- know the financial and promotional facilities available for exporters

## 14MBE43 EXPORT DOCUMENTATION AND PROCEDURES

3 0 0 3

### UNIT-I

9

**Introduction:** Export, Foreign Trade vs Local Trade, Historical review and current Export, Importance of Export, EXIM Policy, EXIM Policy Implication, Regulating Authority of Export and Import, Government Measure to Enhance Export.

### UNIT – II

9

**Export Promotion:** Organization Setups, Incentive, Production Assistance / Facilities, Marketing Assistance, Special Economic Zone, Export House, Evaluation or Export Promotion Measure.

### UNIT – III

9

**EXIM Bank:** Functions of EXIM Bank, Pre-shipment Credit Procedure, Post Shipment Credit, ECGC, Functions, Transit Insurance.

### UNIT – IV

9

**Export Procedures:** Central Excise clearance; Custom clearance, Role of clearing and forwarding Agents, Shipment of Export Cargo, Banking procedure of Export Documents-Bill of lading, Bill of Exchange, Certificate of Origin, Letter of Credit, Inco terms.

### UNIT – V

9

**Importing Procedure:** Import licensing policy, Actual user licensing, Replenishment licensing/Import/Export passbook, Capital – Goods licensing/ Export Houses/ Trading Houses. Standardized Export Documentation, Packing, international logistics.

**TOTAL: 45**

### REFERENCE BOOKS:

1. Usha Kiran Rai, “Export-Import and Logistics Management”, 2<sup>nd</sup> Edition, Prentice Hall of India, 2015.
2. Khushpat S Jain, “Export Import Procedures and Documentation”, 6<sup>th</sup> Edition, Himalya Publishing House, 2015.
3. Varshney R L and Bhattacharya B, “International Marketing Management”, 24<sup>th</sup> Edition, Sultan Chand & Co., 2012.
4. Jain K.S., “Export Import Procedures and Documentation”, 6<sup>th</sup> Edition, Himalaya Publishing House, 2012.
5. Francis Cherunilam, “International Trade and Export Management”, 18<sup>th</sup> Edition, Himalaya Publishing House, 2013.

### Course Outcomes:

On completion of the course the students will be able to

- gain knowledge on export–import procedures, documentation
- know about various export organization, commodity, boards and services institutions operating in the field of foreign trade
- understand the current EXIM policies

## 14MBO01 PERSONAL FINANCE

3 0 0 3

### UNIT – I

9

**Income Tax:** Basic Concepts (Income – Agricultural Income, Person, Assessment Year, Previous Year), Residential Status, Ordinary Resident, Resident, Not Ordinary Resident, Computation of Residential Status. Income Exempted from Salary.

### UNIT – II

9

**Heads of Various Incomes:** Income from Salary – Perquisites – Allowable Expenses, Deductions, Tax Planning on Salary Income of the Employees.

### UNIT – III

9

**Income from House Property:** Allowable Deductions, Expenses. Tax Planning on Income from House Property Tax Treatment of Building for Own Use or Business Purpose. Income from Business or Profession, Allowable Expenditure Under Income Tax Act, Computation of Income from Business or Profession.

### UNIT – IV

9

**Income from Capital Gain:** Tax Treatment in Long term / Short Term Capital Gain, Allowable Deductions Under Income Tax Act. Income from Others Sources – Gift Tax, Wealth Tax.

### UNIT – V

9

**Taxation of Individuals:** HUF – Firms, Association of Persons, Charitable and Religious Institution, computation of Income and Return of Income, Tax Filing Procedure.

**TOTAL: 45**

### REFERENCE BOOKS:

1. Vinoth K Sinkania, “Student's Guide to Income Tax”, Taxmann Publication Pvt. Ltd., 2013.
2. Manoharan T.N. and Hari G.R., “Direct Tax Laws: Assessment”, 12<sup>th</sup> Edition, Snow White Publications Pvt. Ltd., 2012.
3. Sekar G., “Direct Taxes A Ready Reference”, Padhuka's, 2012.
4. Kaushal Kumar Agrawal, “Direct Tax Planning and Management”, Atlantic, 2010.
5. Lal B.B. and Vashisht N., “Direct Taxes Income Tax, Wealth Tax and Tax Planning”, I K International Publishing, 2012.

### Course Outcomes:

On completion of the course the students will be able to

- understand the basic concept of income tax and apply the income tax procedures for investment planning
- understand the computation of income under different heads
- understand the tax filing procedure



## 14MBO02 ENTREPRENEURSHIP AND INNOVATION

3 0 0 3

### UNIT- I

9

**Entrepreneur:** Meaning of entrepreneur, nature, types, traits, Functions of an Entrepreneur, Intrapreneur-an emerging class, Entrepreneurship. **Evolution of Entrepreneurship:** The Entrepreneurial Culture, Stages in entrepreneurial process. Role of Entrepreneurship in economic development, Future of entrepreneurship.

### UNIT – II

9

**Creativity and Innovation:** Creativity, Exercises on Creativity, Source of New Idea, Ideas into Opportunities. **Creative Problem Solving:** Heuristics, Brainstorming, Synectics, Value Analysis. Innovation and Entrepreneurship - Profits and Innovation, Globalization, Concept and Models of Innovation. Significance of Intellectual Property Rights.

### UNIT – III

9

**New Ventures and Business Plan:** Need for a Business plan - Steps in the preparation of business plan - Need for marketing research - Production/operations plan, Organization plan, financial plan, final project report with feasibility study. Dynamics of small business environment - Causes for small business failure - Success factors for small business- Preparing a model project report for starting a new venture.

### UNIT – IV

9

**Sources of Finance :** Institutional finance , A brief overview of financial institutions in India, Central level and state level institutions -Role of SIDBI,NABARD, IDBI,SIDCO, Commercial Bank , Indian Institute of Entrepreneurship. DIC- Single Window- Latest Industrial Policy of Government of India Appraisal of bank for loans -Approaching Institutions for assistance.

### UNIT – V

9

**Informal Risk Capital and Venture Capital:** Informal risk capital market, venture capital, nature and overview, venture capital process, locating venture capitalists, approaching venture capitalists. Social enterprise-need, types, characteristics and benefits of social enterprises-Social entrepreneurship, Rural entrepreneurship-need and problems of rural entrepreneurship, challenges and opportunities-Role of government.

**TOTAL: 45**

### REFERENCE BOOKS:

1. Vasant Desai and Kulveen Kaur, “Entrepreneurship Development and Management”, Himalaya Publishing House, 2013.
2. Raj Shankar, “Entrepreneurship - Theory and Practice”, Vijay Nicole Imprints Pvt. Ltd., 2010.
3. Rajeev Roy, “Entrepreneurship”, 2<sup>nd</sup> Edition, Oxford University Press, 2011.
4. Mathew J Manimala, “Entrepreneurship Theory at Crossroads”, 2<sup>nd</sup> Edition, Dreamtech Press, 2007.
5. Rober D Hisrich, Michael P Peters and Dean A Shepherd, “Entrepreneurship”, 8<sup>th</sup> Edition, Tata McGraw Hill, 2013.

### Course Outcomes:

On completion of the course the students will be able to

- enrich their entrepreneurial skills and entrepreneurial qualities
- understand how to prepare a sound business plan and to run a business efficiently and effectively
- get insights on sources of finance for entrepreneurs

## 14MBO03 CORPORATE ETHICS, SOCIAL RESPONSIBILITY AND GOVERNANCE

3 0 0 3

### UNIT – I

9

**Business Ethics:** Definition and nature, Characteristics of ethical problems in management Ethical theories; Causes of unethical behavior, Ethical abuses, Work ethic.

### UNIT – II

9

**Management of Ethics:** Ethics analysis (Hosmer model), Steps/ considerations in resolving ethical dilemma, Ethics in practice - professional ethics for functional managers, Comparative ethical behaviour of managers, Code of ethics, Competitiveness, organizational size, profitability and ethics, Cost of ethics in Corporate ethics evaluation.

### UNIT – III

9

**Corporate Social Responsibility:** Theories and benefits of social responsibility. Corporate crimes-company and society relations-corporate social challenges-corporate accountability - business and ecology.

### UNIT – IV

9

**Consumer Protection:** Consumer and Consumer protection and Legal Protection to consumers.  
**Employee Issues:** Rights and responsibilities of employees, privacy issues and Ethical Decision making

### UNIT – V

9

**Corporate Governance:** Introduction to corporate governance, Importance, Issues and Obligations. Corporate governance in India, Reforming BOD- Birla Committee - Naresh Chandra Committee - Narayana Murthy Committee - Audit Committee- corporate governance code-The future scenario-case studies.

**TOTAL: 45**

### REFERENCE BOOKS:

1. Larue Tone Hosmer, “The Ethics of Management”, 7<sup>th</sup> Edition, McGraw Hill, 2011.
2. Sherlekar S.A., “Ethics in Management”, 1<sup>st</sup> Edition, Himalaya Publishing House, 2012.
3. Shaw W.H., “Business Ethics”, 8<sup>th</sup> Edition, Cengage Learning, 2015.
4. Kuthials S.K., “From Tradition to Modernity”, 1<sup>st</sup> Edition, Abhinav Publications, 2003.
5. Madhumita Chatterji, “Corporate Social Responsibility”, Oxford University Press, 2011.

### Course Outcomes:

On completion of the course the students will be able to

- understand the concept of business ethics, corporate social responsibility and corporate governance
- know about corporate ethics and cultural influences
- corporate social responsibility and accountability
- know about the corporate governance reforming committee reports in India

**UNIT-I****9**

**Introduction:** Need for quality - Evolution of quality - Definition of quality - Dimensions of manufacturing and service quality - Basic concepts of TQM - Definition of TQM – TQM Framework - Contributions of Deming, Juran and Crosby – Barriers to TQM.

**UNIT – II****9**

**TQM Principles :** Leadership – Strategic quality planning, Quality statements , Customer focus , Customer orientation, Customer satisfaction, Customer complaints, Customer retention, Employee involvement, Motivation, Empowerment, Team and Teamwork, Recognition and Reward, Performance appraisal, Continuous process improvement, PDCA cycle, 5s, Kaizen, Supplier partnership, Partnering, Supplier selection, Supplier Rating.

**UNIT – III****9**

**TQM Tools and Techniques I :** The seven traditional tools of quality, New management tools, **Six-sigma:** Concepts, methodology, applications to manufacturing, service sector, Bench marking, Reason to bench mark, Bench marking process, FMEA, Stages, Types.

**UNIT – IV****9**

**TQM Tools and Techniques II:** Quality circles, Quality Function Deployment (QFD), Taguchi quality loss function, TPM Concepts, improvement needs , Cost of Quality, Performance measures.

**UNIT – V****9**

**Quality Systems :** Need for ISO 9000- ISO 9000-2000 Quality System, Elements, Documentation, Quality auditing- QS 9000 – ISO 14000 – Concepts, Requirements and Benefits, Case studies of TQM implementation in manufacturing and service sectors including IT.

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

1. Dale H. Besterfield, et al., “Total Quality Management”, Pearson Education South Asia, 2011
2. James R Evans and William M Lindsay, “The Management and Control of Quality”, South-Western , 2010.
3. Mohanty R.P, “Total Quality Management in Service Sector”, JAICO, 2011.
4. Subburaj Ramasamy, “Total Quality Management”, Tata McGraw Hill Publishing Company, New Delhi, 2008.
5. Johs S Okland, “TQM – Text with Cases”, Elsevier, 2003.
6. Suganthi L and Anand A Samuel, “Total Quality Management”, Prentice Hall of India, 2006.
7. Janakiraman B and Gopal R.K., “Total Quality Management – Text and Cases”, Prentice Hall of India, 2006.

**Course Outcomes:**

On completion of the course the students will be able to

- know the principles of total quality management and peculiarities of their implementation
- develop an understanding on quality management philosophies and frameworks
- develop in-depth knowledge on various tools and techniques of quality management
- demonstrate the applications of quality tools and techniques in both manufacturing and service industry
- develop analytical skills for investigating and analyzing quality management issues in the industry and suggest implementable solutions

**UNIT- I****9**

**Introduction to Events Management:** Historical perspective – events, their needs and management, event and event management, objectives, characteristics, Elements of events, Size and Types of events, Role of Event Manager, Skill requirements of event manager, Event team, code of ethics.

**UNIT – II****9**

**Event Production:** Steps involved in event production, Various fields of event production, Event team formation & event team management, Event manager leadership qualities, Risk management in event production, Information management in events, procurements, logistics and security management in events, Events designing, Event processing, Financial Management, the budget.

**UNIT – III****9**

**Event Planning:** Principles of event management planning, Creativity, Event feasibility, SWOT analysis in event planning, Conference planning, Venue selection tips for events, Contracting event venue. **Market Research in Event Planning:** Market analysis Competitor analysis, Event equipment planning - DJ Sound, DJ light, pyrotechnics, special effects, promotional materials for events, Event planning softwares, Qualities of event planner.

**UNIT – IV****9**

**Event Marketing:** Concept, Meaning and Definition, Positioning in Event, Concept of product, pricing and promotion of event, Steps involved in creating a promotional campaign for event, Celebrity management within events, Marketing and Public relation for events-Managing the event as a project-Event Management Information System.

**UNIT – V****9**

**Before The Event:** Setting the Agenda, Venue, Delegates, Exhibitors, Speakers, Documents and Promotional Material. **During The Event:** Before delegates arrive- Once the Event is underway staffing, Factors influencing the numbers and types of staff- Finding staff. **After The Event:** Thank u notes, Media round off, Feedback, Query sheets, Presentations , Feedback to the venue, Report on the event to client, website update, Staff debriefing Meeting. **Event Evaluation:** objectives, methods and steps involved in writing evaluation of an event.

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

1. Anton Shone and Bryn Parry, “Successful Event Management – A Practical Handbook”, 4<sup>th</sup> Edition, Cengage Learning, 2013.
2. Ashutosh Chaturvedi, “ Event Management: A Professional and Development Approach”, 1<sup>st</sup> Edition, Global India Publication Pvt. Ltd., 2009.
3. Razaq Raj, Tahir Rashid and Paul Walters, “ Event Management: An Integrated and Practical Approach”, 2<sup>nd</sup> Edition, Sage Publications Ltd., 2015.
4. George G Fenich, “Meetings, Expositions, Events and Conventions: An Introduction to the Industry”, 1<sup>st</sup> Edition, Prentice Hall of India, 2011.
5. Dimitri Tassiopoulos, “ Event Management: A Professional and Developmental Approach”, 2<sup>nd</sup> Edition, Juta & Co. Ltd., 2007.

**Course Outcomes:**

On completion of the course the students will be able to

- acquire the capability to perceive events, make sense of them and determine the appropriate control action
- understand the various aspects of event management and would ultimately help in organizing events, trade fairs and exhibitions with the required management skills

**UNIT – I**

**Introduction to Big Data :** Introduction to Big Data Platform, Challenges of Conventional Systems Intelligent data analysis, Nature of Data, Analytic Processes and Tools, Analysis vs Reporting Modern Data Analytic Tools, Statistical Concepts: Sampling Distributions, Re-Sampling, Statistical Inference Prediction Error.

**UNIT – II**

**Mining Data Streams :** Introduction To Streams Concepts, Stream Data Model and Architecture, Stream Computing, Sampling Data in a Stream, Filtering Streams, Counting Distinct Elements in a Stream, Estimating Moments, Counting Oneness in a Window, Decaying Window, Real time Analytics Platform(RTAP) Applications, Case Studies, Real Time Sentiment Analysis, Stock Market Predictions.

**UNIT – III**

**Hadoop:** History of Hadoop- The Hadoop Distributed File System, Components of Hadoop-Analyzing the Data with Hadoop- Scaling Out- Hadoop Streaming- Design of HDFS-Java interfaces to HDFS- Basics-Developing a Map Reduce Application-How Map Reduce Works-Anatomy of a Map Reduce Job run-Failures-Job Scheduling-Shuffle and Sort, Task execution - Map Reduce Types and Formats- Map Reduce Features.

**UNIT – IV**

**Hadoop Environment:** Setting up a Hadoop Cluster - Cluster specification, Cluster Setup and Installation, Hadoop Configuration-Security in Hadoop - Administering Hadoop, HDFS, Monitoring-Maintenance-Hadoop benchmarks- Hadoop in the cloud.

**UNIT – V**

**Frameworks:** Applications on Big Data Using Pig and Hive ,Data processing operators in Pig , Hive services – HiveQL, Querying Data in Hive - fundamentals of HBase and ZooKeeper - IBM InfoSphere BigInsights and Streams. Visualizations - Visual data analysis techniques, interaction techniques; Systems and applications

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

1. Chris Eaton, Dirk DeRoos, Tom Deutsch, George Lapis and Paul Zikopoulos, “Understanding Big Data: Analytics for Enterprise Class Hadoop and Streaming Data”, McGraw Hill Publishing, 2012.
2. Anand Rajaraman and Jeffrey David Ullman, “Mining of Massive Datasets”, Cambridge University Press, 2012.
3. Paul Zikopoulos, Dirk Deroos, Krishnan Parasuraman, Thomas Deutsch, James Giles and David Corrigan, “Harness the Power of Big Data The IBM Big Data Platform”, Tata McGraw Hill Publications, 2012.
4. Michael Minelli, Michele Chambers and Ambiga Dhiraj, “Big data-Big Analytics: Emerging Business Intelligence and Analytic Trends for Today's Businesses”, Wiley Publications, 2013.
5. Paul Zikopoulos, Chris Eaton, “Understanding Big Data: Analytics for Enterprise Class Hadoop and Streaming Data”, Tata McGraw Hill Publications, 2012.

**Course Outcomes:**

On completion of the course the students will be able to

- analyze the Hadoop and map reduce technologies associated with big data analytics
- design efficient algorithms for mining the data from large volumes
- analyze the big data analytic techniques for useful business applications
- explore big data applications using Pig and Hive
- understand the fundamentals of various big data analysis techniques

## 14MBO07 ENVIRONMENTAL MANAGEMENT

3 0 0 3

### UNIT – I

9

**Environmental Degradation:** Population growth, Economic development, sustainable development Environment and its components, Ecology, Forest, Wildlife, Biotic and abiotic environment, Agricultural, fisheries, cycling of materials in the ecosystem, eco friendly farming, Lithosphere, atmosphere, hydrosphere, stratosphere, Food chain, Climate change, Carbon credit.

### UNIT – II

9

**Pollution:** Types, harms, Hazardous wastes, pollution control, Energy and environment, Fossil Fuels use, energy production and trade, Energy Balance-alternate and renewable sources of energy, Types, characteristics, usage.

### UNIT – III

9

**Dimensions of Environmental Management:** Economic dimensions, technological dimensions, socio cultural dimensions, ethical and moral dimensions, Environmental impact assessment-EIA input, process, output, EIA practices in India, Environmental Management Plan (EMP), contents.

### UNIT – IV

9

**Environmental Management System:** EMS Standards, ISO 14000, Environmental Auditing, Clearance/Permissions for establishing industry, Environmental Management & Valuation, Environmental Economic, Environmental Taxes Shifts, Green Funding.

### UNIT – V

9

**Environmental legislations:** Legal Framework, national and international legislations, governmental institution for environmental management, private sector and civil society in environmental management, environmental awareness, environment friendly products, green taxes, academic and research institutions in environmental management.

**TOTAL: 45**

### REFERENCE BOOKS:

1. Bala Krishnamoorthy, "Environmental Management", Prentice Hall of India, 2008
2. Uberoi N.K., "Environment Management", Excel Books, 2007
3. Harley Nick, "Environmental Economics", Macmillan India Ltd, 1997
4. Robert Staib, "Environmental Management and Decision Making for Business", Palgrave Macmillan, 2006.
5. Charles D Kolstad, "Environmental Economics", Oxford University Press, 2000.
6. Christopher J Barrow, "Environmental Management: Principles and Practice", Routledge, Co., 2009.

### Course Outcomes:

On completion of the course the students will be able to

- get an exposure to environmental problems and issues
- develop methodologies for solving problems
- understand the systematic implementation of existing environmental policies in achieving sustainable development

## 14MBO08 STRESS MANAGEMENT

3 0 0 3  
9

### UNIT – I

**Stress:** Introduction, Types, Model, 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 illness.

### UNIT – II

**Manifestation of Stress:** Stages of Stress, Signs of Stress at work, Behavioral Symptoms – Effects on the Organization, Individuals. **Managing Stress by Organization:** Identifying and Ameliorating Organizational Causes of Stress

### UNIT – III

**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

### UNIT – IV

**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

### UNIT – V

**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”, 2<sup>nd</sup> Edition, Penguin, USA, 1999.
2. Venkatapathy R. and Prasanna T Jackson, “Managing Interpersonal Effectiveness”, Adithya Publishers, Coimbatore, 2003.
3. Mcgrath E.H., “Basic Managerial Skills for All”, 9<sup>th</sup> Edition, Prentice Hall of India, New Delhi, 2011.
4. Bhetai R.L., “The Executive Track: An Action Plan for Self Development”, Wheeler Publishing, New Delhi, 1996.
5. Talula Cartwright, “Managing Conflict with Peers”, 1<sup>st</sup> Edition, Pfeiffer Publishing, 2011.

### Course Outcomes:

On completion of the course the students will be able to

- understand the stress in organization and to reduce
- demonstrate an understanding of the use of self-monitoring techniques
- demonstrate an understanding of the methods used to relieve physical, emotional and environmental stress

**UNIT- I** **9**

**Introduction :** Framework, Architecture, Benefits and Impact of E-Commerce, E-Commerce Consumer applications, E-Commerce Organization Applications, Prospects of E-Commerce in India.  
**Network Infrastructure:** Intranet, Extranet and Internet, ISP and services in India, OSI Model, Standards and Overview of TCP/IP.

**UNIT – II** **9**

**E-Commerce Models:** Business-to-Business-Hubs, Market Places, Business-to-Business Exchange, Business-to-Consumer, Consumer-to-consumer, Business-to-Government, Government-to-Government.

**UNIT – III** **9**

**E-Advertising and Marketing:** The new age of information-based Marketing, Emergence of internet as a competitive advertising media, Market Research, Weakness in Internet Advertising, e-Advertising and Marketing in India.

**UNIT – IV** **9**

**Electronic Payment Systems:** Introduction to Payment Systems, On-Line Payment Systems, Pre-Paid e-Payment System, Post-Paid e-Payment System, Requirements Metrics of a Payment System. Electronic Data Exchange: EDI- Definitions and Applications, Standardization and EDI, EDI- Legal Security and Privacy Issues, Advantages and Limitations of EDI.

**UNIT – V** **9**

**E-Security:** Securing the Business on Internet- Security Policy, Procedures and Practices, Transaction Security, Cryptology, Digital Signatures, Security Protocols for Web Commerce. **e-CRM:** CRM, what is e-CRM, it's Applications, The e-CRM Marketing in India, Major Trends, Global Scenario for e-CRM, CRM utility in India.

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

1. Efraim Turban, Jae Kyu Lee Dave King and Michael Chung H., "Electronic Commerce: A Managerial Perspective", 6<sup>th</sup> Edition, Pearson Education, New Delhi, 2012.
2. Jeffrey F Rayport, and Bernard J Jaworski, "Introduction to E-Commerce", Tata McGraw Hill Publishing Company, New Delhi, 2003.
3. Efraim Turban, Jae Kyu Lee Dave King and Dennis Vienhand, "Electronic Commerce 2006 – A Managerial Perspectives", Pearson Education, New Delhi, 2008.
4. Elias M Awad, "Electronic Commerce – From Vision to Fulfillment", 3<sup>rd</sup> Edition, Prentice Hall of India, New Delhi, 2009.
5. Robert C Elsenpeter, "E-Business: A Beginner's Guide", 1<sup>st</sup> Edition, Tata McGraw Hill Publishing Company, New Delhi, 2001.

**Course Outcomes:**

On completion of the course the students will be able to

- understand the concepts and methods of E-Commerce
- understanding of the current practice and opportunities in E-Commerce
- gain knowledge on the security issues with respect to E-Commerce