

# UNIVERSITY OF KERALA



## REGULATION, SCHEME AND SYLLABUS

### MBA (Distance Education) PROGRAMME

2018-19 ADMISSION ONWARDS



**UNIVERSITY OF KERALA**  
**REGULATIONS, SCHEME, AND SYLLABUS OF THE**  
**MBA (Distance Education) PROGRAMME 2018-19 ADMISSION**  
**ONWARDS**

Introduction

The MBA (Distance Education) Degree programme of the University of Kerala is designed to attract talented people to business management and to nurture entrepreneurial capabilities in them in the light of the liberalized and competitive economic and business environment. A deep knowledge of the basics of business administration and management would help them to take up with confidence important assignments in business and also to undertake entrepreneurial projects.

Course Duration

The duration of the MBA programme of the University of Kerala will be two years consisting of four semesters. In each semester there will be a fixed number of contact sessions and attendance would be mandatory in these sessions.

Eligibility for Admission

Candidates seeking admission to the MBA (Distance Education) programme must have passed the BA/BSc/BCom degree examination of the University of Kerala or one recognized by the University as being equivalent thereto, with not less than 50% marks in the aggregate in part III, and for all other degrees of the University of Kerala, or one recognized by the University as being equivalent thereto, 50% marks in aggregate. For SC/ST students, a mere pass in the qualifying degree is enough. However, those candidates having more than 5 years supervisory experience will be given concession of 3% in their qualifying marks.

Admission Procedure

The candidate desirous of pursuing the MBA (Distance Education) Degree programme will have to apply to School of Distance Education in order to qualify for admission. They will have to undergo group discussion (GD) and interview at School of Distance Education. There will be a representative of the University from the Institute of Management in Kerala in the GD and interview and the list needs to be forwarded to the University before the student registers for the I semester examination. The split up of the weightage for the three components shall be as follows:

Admission Criteria	Weightage
Marks obtained in qualifying degree	80
Group Discussion	10
Interview	10
Total	100

The admission should be as per the guidelines of Distance Education Bureau, Government of India.

**Requirement of Attendance and Progress**

A student will be permitted to register and appear for the examination at the end of the semester only if:

He/she has acquired not less than 75% attendance in each course in each semester

His/her progress is satisfactory in the continuous assessment in each course

His/her conduct has been satisfactory

**Examination and Result**

Regular end semester examination of three hours duration will be conducted for the courses at the end of each semester by the University. The University will issue the semester marklist after each semester examination and final consolidated marklist showing the marks scored in all the four semesters after the successful completion of the MBA Degree programme.

For each course, the end semester examination will carry 80 marks while the internal assessment will be done for 20 marks. Thus the total marks for each subject shall be 100 marks.

The components of internal assessment and the marks for each will be as follows:

Assignments/case analysis	15 marks
Seminars and discussions	10 marks
<b>TOTAL</b>	<b>25 marks</b>

If a student has shortage of attendance in a particular course, he/she will be allowed to repeat the course once to make up for the shortfall in the attendance. There will be no provision for improving the marks scored in the end-semester examination. Semester examinations for MBA degree course for each course shall be conducted only once in a year. Candidates for MBA programme shall be eligible to undergo the course of study in the next semester and take the examinations of that semester, irrespective of the results of the examination of the previous semester provided they have completed all the formalities of attendance, payment of all fee due to the university, and registration for examination in the earlier semester. A candidate who has failed in any course, however, shall be given a maximum of two additional chances for securing a pass in that course.

Students pursuing MBA programme through the distance education mode will have to undertake a mini project after the completion of second semester and before the start of the third semester. The project should be application oriented based on a contemporary theme and should provide ample scope for applying the knowledge acquired by the student in research methods and quantitative tools during the first two semesters. The criteria for evaluation will be as detailed below:

External Evaluation

50 marks (by the University)

Criteria	Marks
Final Report	30
Mini project viva-voce	20
<b>TOTAL MARKS</b>	<b>50</b>

Internal evaluation

50 marks (by SDE)

Criteria	Marks
Application of concepts learnt	10
Analysis and use of quantitative tools	10
Oral presentation	30
<b>TOTAL MARKS</b>	<b>50</b>

### Time-limit for the Completion of Programme

A candidate shall be required to complete the programme within a period of four years after joining the programme.

### Classification of Successful Candidates

A candidate who secures not less than 50% in the end-semester examination subject to a minimum of 50% of the aggregate of internal assessment and end-semester examination together will be declared to have passed the examination.

The division of pass will be based on the aggregate marks of all the continuous assessments and university examinations in the four semesters put together.

Candidates who have secured 50% marks and above but below 60% of total marks for all the courses in the four semesters shall be declared to have passed in second class.

Candidates who have secured 60% marks and above but below 75% of total marks for all the courses in the four semesters shall be declared to have passed in first class, and

Candidates who obtain 75% marks and above of the total marks for all the courses in the four semesters in first attempt shall be declared to have passed in first class with distinction.

### Project Report

During the fourth semester, every student of MBA programme is required to undertake a project of a problem centered nature under the guidance and supervision of a member of the faculty and the report on the same has to be submitted before the commencement of the fourth semester university examination. The contact hours required for the completion of the project is notionally fixed at 160 hours distributed over a continuous period of two months. Students shall be deputed for the project work immediately after the completion of the fourth semester classwork. Those who would like to undertake independent research study need to get the title approved by the supervisor and the same be undertaken under the close supervision of the supervisor at the institution concerned and will have to maintain attendance at the department. The project work and report will be evaluated for 200 marks. There will be external evaluation for the project and report. The external evaluation for 100 marks will be conducted by examiners duly appointed by the University for the purpose. Out of the total 200 marks, 100 marks will be awarded for viva-voce and 100 marks for the report. In case if a candidate fails in the project report evaluation, he/she will be allowed to attend the viva voce

with the same project report next year. In case if the candidate fails to pass in that attempt, he/she will have to repeat the project work.

#### General Format of the Major Project Report:

- The report shall be printed and bound (preferably hard paper bound) with not less than 100 (A4 size) pages.
- Matter should be typed with Double line spacing
- Font Size should be 12 with style Times New Roman
- One Inch Margin should be left on Top and Bottom of the page, as well as Left and Right side of the typed pages.
- Both primary and secondary data may be used for the study
- Statistical tools should be used for data analysis in the appropriate context.
- The content of the Report should be sequenced as follows.

#### A. Preface Section:

- Title Page of the Report
- Declaration by the student
- Certificate from Supervisory Faculty counter Signed by Head of the Institution.
- Acknowledgement
- Chapter Content
- Table Content.
- Graph/ Chart/ Figure Content

#### B.Executive Summary

#### C. Chapterisation

##### Chapter-I

Introduction (should contain statement of the Research Problem, Significance or Scope of the study, Objectives of the study, Hypothesis if any, Methodology (sample design and size, data source, tools used for analysis etc) or case study, Chapter Scheme, limitations of the study.

##### Chapter-II

Review of related Literature

##### Chapter-III

Profile of the industry and Organization/Unit of Study

## Chapter-IV

Data analysis and Interpretation

## Chapter-V

Findings, recommendations and Conclusions

D. Annexure:

- Questionnaire/ Schedule if any
- Bibliography (in APA format)

### Comprehensive Viva-voce

There will be a comprehensive viva-voce at the end of the fourth semester carrying 100 marks. The University will constitute a Board of Examiners for conducting both the project viva-voce and the comprehensive viva-voce. Students securing less than 50 marks in the comprehensive viva-voce will have to repeat the same during the next year. Such students will be given a total of three chances to clear the same.

### Electives

A total of five different electives are offered as given below:

1. Financial Management
2. Marketing Management
3. Human Resources Management
4. Operations Management
5. Systems Management

The students opting for dual specializations will have to choose a minimum of three courses from each elective. Students will also be given the option of choosing all the seven courses from a single elective. Dual specialization certificate to be issued by the University once the candidate applies for the same with a specified fee to the University.

Structure of the programme:

**I SEMESTER:**

CODE	SUBJECT	CA	ESA	TOTAL
MGT 101	Principles and practice of Management	25	75	100
MGT 102	Managerial Economics	25	75	100
MGT 103	Business Communication and soft skills	25	75	100
MGT 104	Accounting for Managers	25	75	100
MGT 105	Organisational Behaviour	25	75	100
MGT 106	Quantitative Techniques	25	75	100
MGT 107	Business Environment and Ethics	25	75	100
		175	525	700

(CA- Continuous Assessment in Marks, ESA- End Semester Assessment in Marks, Total in Marks)

**II SEMESTER**

CODE	SUBJECT	CA	ESA	TOTAL
MGT 201	Business Law	25	75	100
MGT 202	Operations Research	25	75	100
MGT 203	Human Resources Management	25	75	100
MGT 204	Marketing Management	25	75	100
MGT 205	Financial Management	25	75	100
MGT 206	Operations Management	25	75	100
MGT 207	Research Methods for Managers	25	75	100
		175	525	700

**III SEMESTER:**

CODE	SUBJECT	CA	ESA	TOTAL
MGT 301	Management Information System and Cyber Security	25	75	100
MGT 302	Environmental Management	25	75	100
MGT 303	Innovation Management	25	75	100
MGT 304	Business Analytics	25	75	100
	Elective -I	25	75	100
	Elective -II	25	75	100
	Elective-III	25	75	100
	Elective-IV	25	75	100
MGT 305	Internship and Comprehensive viva	50	50	100
		250	650	900

**IV SEMESTER:**

CODE	SUBJECT	CA	ESA	TOTAL
MGT 401	Strategic Management	25	75	100
	Elective -I	25	75	100
	Elective -II	25	75	100
	Elective –III	25	75	100
MGT 402	Project/ Independent Research Study (IRS)	0	100	100
MGT 403	Comprehensive viva voce	0	100	100
		100	500	600
	Grand Total for all the semesters	700	2200	2900

**Note:**

Dual specialization is allowed only for electives listed in Table A. Students will have to choose a minimum of three papers each from the two electives of their choice. In the case of papers that are common to two electives, students may decide under which elective that common paper should be considered and accordingly choose another paper from the other elective to make up for the papers required from an elective for dual specialization.

School of Distance Education offers MBA program with five specialisations viz, Financial Management, Marketing Management, Human Resources Management, Operations Management, Systems Management. Though we offer five specialisations, SDE provides **self-learning materials (SLM)** and **personal contact program (PCP)** for the **three** specialisations shown below.

- 1. Marketing Management**
- 2. Human Resource Management**
- 3. Financial Management**

For the rest of the **two** specialisations, candidates should seek assistance **through their own means**. But **prior intimation** about the selection of specialisation should be made to **SDE office** after remitting the **prescribed fees**.

## MBA PROGRAMME – ELECTIVES

### I HUMAN RESOURCES MANAGEMENT

#### III Semester

- 3H1 Training and Development
- 3H2 Organizational Change and Development
- 3H3 Team Building
- 3H4 Stress Management and Counseling
- 3H5 Career Management
- 3H6 Participation Management
- 3H7 Performance Management

#### IV Semester

- 4H1 Compensation Management
- 4H2 Industrial Relations and Labour Law
- 4H3 Global Human Resources Management
- 4H4 Strategic Human Resources Management
- 4H5 Managing Diversity in Work Place

### II MARKETING MANAGEMENT

#### III Semester

- 3M1 Customer Behaviour
- 3M2 Integrated Marketing Communications (IMC)
- 3M3 Marketing Research
- 3M4 Services Marketing
- 3M5 Product and Brand Management
- 3M6 Rural Marketing
- 3M7 Sales and Distribution Management

#### IV Semester

- 4M1 International Marketing
- 4M2 Retail Management
- 4M3 Strategic Marketing Management
- 4M4 Logistics and Supply Chain Management
- 4M5 Digital Marketing

### III OPERATIONS MANAGEMENT

#### III Semester

- 3OM1 Supply Chain and Logistics Management
- 3OM2 Six Sigma and TQM
- 3OM3 Healthcare Management
- 3OM4 Services Operations Management
- 3OM5 Facilities and Locations Management
- 3OM6 Advanced Project Management
- 3OM7 Advanced Maintenance Management

#### IV Semester

- 4OM1 Business Process Reengineering
- 4OM2 World Class Manufacturing
- 4OM3 Technology Management and Excellence
- 4OM4 Strategic Operations Management
- 4OM5 Innovation Management and New Product Development

#### IV FINANCIAL MANAGEMENT

#### III Semester

- 3F1 Financial Markets and Services
- 3F2 Project Finance
- 3F3 Strategic Financial Management
- 3F4 International Finance
- 3F5 Behavioural Finance
- 3F6 Personal Finance
- 3F7 Security Analysis and Portfolio Management

#### IV Semester

- 4F Corporate Taxation
- 4F2 Management Control System
- 4F3 Financial Derivatives
- 4F4 Risk Management
- 4F5 Corporate Restructuring

#### V SYSTEMS MANAGEMENT

#### III Semester

- 3S1 Software Analysis and Design
- 3S2 Software Engineering
- 3S3 Software Project Management
- 3S4 Enterprise Resource Planning
- 3S5 Simulation for Managers
- 3S6 Social Media in Business
- 3S7 E-Business

#### IV Semester

4S1 Artificial Intelligence – Applications in Business

4S2 Knowledge Management

4S3 e- CRM

4S4 E- Governance

4S5 Business Intelligence and Data Warehousing

### MGT 101 PRINCIPLES AND PRACTICE OF MANAGEMENT

Objectives: This course is expected to provide an insight into the principles of management and the practical aspects that are connected to the same.

#### Unit I

Management concepts - Roles and Challenges - Evolution of Management - Management Thoughts - Early - Modern - Post modern

#### Unit II

Contributions of F.W. Tylor - Henry Fayol - Behavioral School of Management Approach - Styles of management - European - American - Japanese - Indian

#### Unit III

Functions - Planning - Organising - Staffing - Directing - Coordinating - Controlling

#### Unit IV

Motivation - Theories of motivation - Morale - Group behavior theories - Development of Groups - Teams - Leadership - Theories of leadership

#### Unit V

Decision Making - Factors affecting decision making powers - Negotiation - organizational culture - Challenges in the 21st century management

#### References:

1. Harold Koontz & Heinz Weihrich, Essentials of Management 7<sup>th</sup> Edition, McGraw-Hill Companies.
2. R Srinivasan & SA Chunawalla, Principles of Management, Himalaya Publishing
3. J S Chandan, Principles of Management, Vikas

4. James A F Stoner, R Edward Freeman & Daniel R Gilbert, Management 6<sup>th</sup> Edition Pearson Education.
5. Peter Drucker, Management challenges for the 21<sup>st</sup> Century, Harper Collins.

## MGT 102 MANAGERIAL ECONOMICS

Objectives: The objective of the course is to introduce the concept of economics to the budding managers and make them understand the influence of economics in management decision making.

### Unit I

Definition of Managerial Economics - Decision making and Fundamental Concepts affecting Business Decisions - The incremental concepts, Marginalism, Equi-marginal Concept The time perspective, discounting principle, opportunity cost principle.

### Unit II

Utility analysis and the demand curve - Equilibrium of the consumer, indifference curve analysis, price effect, income effect and substitution effect - Elasticity of Demand - Demand forecasting

### Unit III

The production function - Production with one variable input - Law of variable proportions - Production with two variable inputs - Production Isoquant - Iso cost lines estimating production functions - cost concepts and Break Even Analysis

### Unit IV

Market Structure - Perfect and Imperfect competition - Monopoly, Duopoly, Monopolistic Competition - Oligopoly Models. Introduction to Game Theory - Pricing Methods

### Unit V

National Income - Concepts - Gross Domestic Product, Gross National Product, Net National Product - Measurement of National Income, Business Cycles and Contra cyclical Policies. Factors influencing International Trade. Balance of Payments - Disequilibrium, methods to correct disequilibrium.

### References:

1. Joseph Stiglitz, Economics, WW Norton
2. Gregory Mankiv, Principles of Economics, Cengage Learning

3. Hirschey, Mark, Fundamentals of managerial economics, 8<sup>th</sup> Ed., South-western College Publications.
4. Joel Dean, Managerial Economics, Prentice Hall
5. G S Gupta, Managerial Economics, Tata McGraw Hill

## MGT 103 BUSINESS COMMUNICATION & SOFT SKILLS

Objectives: This course is expected to provide an understanding on the various dimensions of business communication and the need to foster the soft skills for effective management.

### Unit -I

Principles of Business Communication-Types of Business Communication-Methods and media of Communication- Process of Business Communication - Barriers to poor Organizational Communication- Strategies for improving Business Communication effectiveness

### Unit -II

Types of Organizational Communication- Communication for interpersonal influences - Effective Leadership Communication - Cross Culture Communication

### Unit -III

Verbal and non verbal Communication in business -Public Speaking Skills- Business presentations – Role of audio visual aids and computers in oral presentations- Interviewing- Art of negotiation- Listening skills -Mannerisms -Body language

### Unit -IV

Written communication- Structures and methods of written communication - Letter for different kinds of situations – Enquiries-Customers' complaints-Collection letters - Sales promotion letters.- Memoranda- Directives and instructions- Notices -Reports-Memo - Agenda - Proposals -Minutes -Professional papers - Agreement documents -Press releases - Preparation of resumes

### Unit -V

Conducting meetings-Procedure – Preparing agenda, minutes and resolutions-Conducting seminars and conferences- Group discussion-Drafting speech-Report writing - Structure of reports - Long & short reports -Formal & Informal reports –Technical Reports- Norms for including Exhibits & Appendices.

References:

1. Boyce Courtland L and Thrill John V, Business Communication Today, Prentice Hall International.
2. Guffey Mary Ellen, Business Communication, South-Western Collage publishing.
3. Apai and Rhoda, Principles and Practice of Business Communication, Sheth Publishers, Mumbai.
4. Argenti Paul A, Corporate Communication, Irwin McGraw Hill.
5. Atkinson, Business Writing & Procedures, Reynolds American Book Co.
6. Krishna Mohan, Developing Communication skills, MacMillan

## MGT 104 ACCOUNTING FOR MANAGERS

Objectives: This course will introduce to the student the basics of accounting, management accounting, financial reporting etc.

### UNIT I

Accounting – Branches of accounting – Financial Accounting – Importance and Functions – Book Keeping – Systems of Book Keeping- Double Entry Book Keeping - Journal – Ledger – Cash Book – Bank Reconciliation Statement- Trial Balance- Generally Accepted Accounting Principles (GAAP)- Accounting concepts and conventions.

### UNIT II

Capital and Revenue – Depreciation – Methods of charging depreciation – Final Accounts- Trading and Profit and Loss Account- Balance sheet.

### UNIT III

Management Accounting- Meaning, Definition, Nature, Objectives, Scope, Importance. Distinction between financial, cost and management accounting systems. Financial statement analysis – tools – comparative financial statements, common-size financial statements, trend analysis, Ratio Analysis – Du pont analysis.

### UNIT IV

Funds Flow Analysis – Schedule of Changes in Working Capital – Funds Flow Statement-Cash Flow Analysis – Cash Flow Statement.

## UNIT V

### Responsibility Accounting – International Accounting Standards – IFRS.

#### References:

1. Shukla, M.C, Advanced Accountancy, S. Chand & Co., New Delhi, 1995.
2. Jain, S.P. and Narang K.L., Advanced Accountancy, Kalyani Publishers, Lucknow, 1998.
3. Anthony, R.L. : Accounting Principles, Richard D. Irwin, Ine Home road, Illinois
4. Pandey I.M. : Financial Management, Vikas Publishing House, New Delhi
5. Maheswari, S.N, Financial Management, Sultan Chand & Sons, New Delhi.
6. Gupta, R.L & Gupta, V.K: Principles and Practice of Accountancy, Sultan Chand & Sons, New Delhi, 2006.
7. Nalayiram Subramaniam, Contemporary Financial accounting and reporting for Management, SN Corp Management, Chennai.
8. Iyenkar, S.P: Cost accounting, Sultan Chand & Sons, New Delhi, 2007

## MGT 105 ORGANISATIONAL BEHAVIOUR

Objectives: This course will throw light on the individual behavior, group behavior and the organizational wide behavior and how managers consider behavior as an important tool in making decisions.

Unit I Introduction: Definition of OB - Levels of analysis- Contributing disciplines to the understanding of OB - Historical evolution of OB - Contemporary applications and challenges of OB - Developing a comprehensive and holistic of OB.

Developing a perspective : Theoretical perspectives of human behaviour psycho-analytic framework, Behaviouristic framework, Social learning framework, Cognitive framework - Methods of Collecting behavioural data : observational methods, surveys, experiments, case studies, interviews, etc. - Development and use of criteria and predictors; performance outcomes - efficiency and effectiveness.

Unit II Attention and perception. Factors affecting and perception - Social perception - Impression formation and management strategies - Applications in organizational setting.

- Learning . Definition - Learning theories - Behaviour modification and its organizational application- Motivation. Definition - Theories of motivation: Content theories - process theories – Applications- Emotions. Characteristics of emotions - Causes of emotions - Anxiety and depression - aggression - Job stress - Stress management techniques - Emotional intelligence -Personality. Definition - Theories - values, Beliefs, Attitudes - Job satisfaction - Measuring personality typology - Applications in organizations.
- Unit III Decision Making. Decision making models - Reasoning and problem solving - Factors affecting decision making - Heuristics - Creativity in decision making - Ethics in decision making.
- Communication. Communication process - Factors affecting communication - Channels of communication- barriers to effective communication - Improving interpersonal and organizational communication. Interpersonal dynamics. Developing interpersonal awareness - Johari Window - Transactional analysis - Empathy and Assertiveness.
- Unit IV Groups. Definition and classification of groups - Development of groups - group structure - Roles, norms, and status - Group decision making - Teams - Developing high performance teams.
- Leadership. Definition - Leaders vs. Managers - Leadership theories and models - Leadership roles and skills - Leadership development.
- Power and Politics. Definition - Bases of power - power statics and strategies - political implications of power. Conflicts. Different views of conflict - conflict process - Levels of conflict resolution strategies - Negotiation - Developing negotiating skills.
- Unit V Organizational structure and design. Principles of organizational design - patterns of organizational design - contemporary approaches. Organizational Policies and Practices. Selection, Training and Development, and performance appraisal.
- Organizational Culture. Nature and definition - Effects of organizational culture on employee performance - Developing and maintaining organizational culture.

Organizational change and development. Forces of change - Resistance to change - planned change model - Organizational Development.

References:

1. Steven P Robbins, "Organisational Behaviour", Pearson education
2. Fred Luthans, "Organisational Behaviour", Mc Graw Hill
3. Margie Parikh and Rajen Gupta, "Organisational Behaviour", Mc Graw Hill.
4. Umasekaran, "Organisational Behaviour", Tata Mc Graw Hill

## MGT 106 QUANTITATIVE TECHNIQUES

Objectives: This course is expected to provide an insight into the basic statistics, probability, estimations and correlations for managerial decision making.

### Unit I

Basic Statistics: Basic Concepts of Statistics, Charts and Diagrams, Measures of Central Tendency and Dispersion, Sampling Methods - Probability and Non-Probability Sampling, Sampling and Non-Sampling Error.

### Unit II

Probability: Random Variable, Basic Concepts, Random Variable, Theorems: Addition, Multiplication, Conditional Probability, Baye's Theorem, Business Applications of Probability

### Unit III

Probability Distributions: Normal, Binomial, Poisson, Exponential Distributions

### Unit IV

Statistical Estimation: Basic Concepts, Point and Interval Estimation, Sampling Distribution, Standard Error, Testing of Hypothesis, t-test, z-test, Chi Square test, f-test, ANNOVA

### Unit V

Correlation and Regression: Simple, Partial and Multiple Correlation, Regression, Business Applications, Time Series Analysis, Software Packages.

Suggested Readings:

1. Levin R.L. and Rubin, D.S., Statistics for Management, Pearson Education (7<sup>th</sup> Ed.),
2. Tulsian, P.C. and Vishal Pandey, Quantitative Techniques, Pearson Education, New Delhi, 2004

3. Vora, N. D., Quantitative Techniques in Management, Tata Mc. Graw Hill Education, New Delhi, 2006,
4. Beri, G. C., Business Statistics, Tata Mc. Graw Hill Education, New Delhi, 2005,
5. Gupta, S.P., Statistical Methods, Sulthan Chand & Sons, New Delhi, 2010
6. Kothari, C.R., Research Methodology (2<sup>nd</sup> Ed.), New Age International (P) Ltd., 2004
7. Srivastava, U.K., Shenoy,.G. V., Sharma, S.C., New Age International (P) Ltd., 2011
8. Gupta, S.C. and Kapoor, V.K. , Fundamentals of Mathematical Statistics, Sultan Chand & Sons.

## MGT 107 BUSINESS ENVIRONMENT AND ETHICS

Objectives: The objective of the course is to introduce the environmental influences both macro and micro in business decision making. This course also will introduce the need for ethics in business.

### Unit -I

Business Environment- Concept- significance-environmental factors- relationship between business and environment – Inclusive growth - rural development implications of economic environment to business

### Unit -II

Economic Environment- Goods and Services Tax (GST) concepts and features –Customs duty- Patterns of Indian economy- characteristics of Mixed economy – Sectors of economy and their relative importance - Post liberalization

### Unit -III

Social and Cultural Environment - Indian social structure- caste and family systems- religions customs-culture- transitions – demographic changes- savings and consumption habits- Business implications- Technological Environment - R & D in India- implications to business – National Knowledge Commission – Concept of BPO, KPO and LPO – Political environment: LPG, NITI AYOJ- Environment Impact Assessment Report (EIA) – National Green Tribunal (NGT) – Capital market: SEBI, FII, investments, NBFC.

#### Unit -IV

Ethics: Values – importance - sources of value systems – types of values - loyalty and ethical behavior - values across cultures – ethics - principles and characteristics of ethics - the concept of business ethics - factors affecting business ethics -importance of business ethics - advantages of business ethics – Features and best practices in ethics programme - creating a control system - compliance orientation Vs value orientation - code of ethics Vs code of conduct - ethics training and communication - ethics committee - functions of ethics committee - integrity

#### Unit -V

Ethics Programme - Ethics audit - ethical dilemma - understanding and resolving an ethical dilemma - ethical decision making – process - ethical leadership and its importance - whistle blowing – definition – types - ethical dilemma in whistle blowing - Ethics in Indian Business Context Across Functional Areas – Corporate Social Responsibility- Case studies.

#### References:

1. Francis Cherunilam , Business Environment – Text and Cases, , Himalaya
2. Shaik Saleem, Business Environment, Pearson Education.
3. Vivek Mittal, Business Environment, Excel Books
4. R. Datt & KPM. Sundaram, Indian Economy, S. Chand & Sons
5. Kumar Senthil, Rajan Senthil, Business Ethics and Values, 1e, 2006, Himalaya Publishing, Mumbai.
6. Jennings M.Marianne, Cases in Business Ethics, 2008, Cengage Learning India Pvt Ltd, New Delhi.
7. Murthy.C.S.V, Business Ethics – Text and Cases, 2010, Himalaya Publishing, Mumbai

### MGT 201 BUSINESS LAW

Objectives: This course is expected to provide an insight into legal aspects covering the business and its importance in management decision making.

#### Unit I

The Industrial Contract Act, 1872, Nature and Classification of contracts - Essential elements of a valid contract - Offer and Acceptance - Consideration - Capacity of Parties - Provisions relating to free consent, void agreements - Provisions Relating to Performance and Discharge of Contracts - Quai contracts - Breach of Contract and its remedies.

## Unit -II

Sale of goods Act, 1930- Contract of sale of goods-Meaning essentials of a contract for sale - Formalities of a Contract of sale - Provisions relating to Conditions and Warranties - Provisions Relating to Transfer of Property or Ownership - Provisions Relating to performance of contract of sale - Rights of unpaid Seller - Rules as to delivery of Goods.

## Unit III

The Negotiable Instruments act, 1881, Negotiable Instruments, Meaning, characteristics, types, parties - holder and holder in due course - Negotiation and types of endorsements, Dishonour of negotiable instruments - noting and protest - liability of Parties on negotiable instrument, Indian Partnership act, 1932 - Important features - Formation of partnership firms, Kinds of partners - Rights and duties of partners - Dissolution of partnership

## Unit IV

The companies act, 1956 - Company definition, meaning, features and types of Companies. Incorporation of a Company - Memorandum of Association, Articles of Association and Prospectus - Share Capital - Management and Meetings - Winding up of companies

## Unit V

Labour Laws: Major Provisions of Industrial Disputes act, 1947, Factories act, 1948, The Trade Union Act, 1926, the minimum Wages Act, 1948, Workmen's Compensation Act, 1923

## References:

1. Avtar Singh, Administrative Law, Eastern Book Company
2. R.P. Maheswari, Principles of Mercantile Law, National Publishing House
3. N.D. Kapoor, Mercantile Law, S.Chand & Sons.
4. P.L. Malik, A handbook of Labour and Industrial Law, Eastern Book Company
5. Relevant BARE Acts.

## MGT 202 OPERATIONS RESEARCH

Objectives: This course is expected to offer insights into the various operations research models and its importance in business decision making.

## Unit I

Introduction to Operations Research: Objectives and Business Applications of Operations Research, Models: Introduction, Linear Programming Problem (LPP) Formulation, Graphical Method, Simplex Method, Dual LPP, Basic Concepts of Sensitivity Analysis.

#### Unit II

Transportation Models: Northwest Corner Method (NWC), Least Cost Method (LCM), Vogels Approximation Method, Assignment Model, Hungarian Method, Minimisation of Cost.

#### Unit III

Network Models: Critical Path Method (CPM), Program Evaluation Review Technique (PERT), Crashing, Resource Smoothing, Resource Leveling.

#### Unit IV

Queuing Theory: M/M/1 Queue (System with Single Server), M/M/2 (System with Two Servers), Monte Carlo Simulation, Applications in Queuing and Inventory.

#### Unit V

Decision Theory: Decision Making under Risk and uncertainty, Game Theory, Decision Tree, OR, Softwares

#### References:

1. Taha, H.A., Operations Research,- An Introduction, Pearson Education, India, 2008
2. Sharma, J.K., Operations Research - Theory and Applications, Macmillan.
3. Hiller, F. S. and Gerala Jliederman, Introduction to Operations Research, Tata Mc.Graw Hill
4. Kanti Swarup, Gupta, P. K., Mamohan , Operations Research - Principles and Practice, (10<sup>th</sup> Ed.), Sulthan Chand & Sons, New Delhi, 2010
5. Mital, K.V. and Mohan C., Optimization Methods in OR System Analysis, New Age (P) Ltd., (3<sup>rd</sup> Ed.), 2004

## MGT 203 HUMAN RESOURCES MANAGEMENT

Objectives: This course introduces the need and importance of human resource in an organization and the functions are in detail studied.

Unit I Personnel Management in Organizations – Definition – Functions – Changing Role of Personnel Management in India – personnel Manager – role & functions. Analysis

- and Designing of Jobs – Human Resource Planning – Human Resource Recruitment – Recruitment and Selection – Induction and Placement – Training and Development – Transfers and Promotions – Changing role of HRD in Management of Organization.
- Unit II Performance Appraisal – Designing of Effective Performance Appraisal Systems – Wages and Salary Administration – Theories of Wages – Job Evaluation and merit rating – occupational health, safety and social security – Discipline Employee grievance and their redressal.
- Unit III Participation of Decision Making Process – Quality Circles – TQM – Role of Quality Circles in TQM – Personnel Management and Technological Change – Management of Change – Changing Role of Personnel Manager – Current Trends in Human Resources Management.
- Unit IV Industrial Relations – IR system in the Indian environment – ILO and Tripartite Bodies in India – Trade Union Movement in India – Recognition – Problems – management of Trade Unions – Industrial Laws India – Trade Union Act – Industrial Employment Standing Order Act – Industrial Disputes Act.
- Unit V Collective Bargaining – Industrial Relations in Public and Private Sector Organizations – Workers Participation in Management – Experience in different countries – Indian experience – Industrial Relations in the Present era – Role of Employees/ Employers in the changing business scenario.

References:

1. Dressler Gary, Human Resource Management, Prentice Hall of India.
2. DeCenzo david A and Robbins Stephen P, Personnel/Human Resources management, Prentice hall of India.
3. Ivancevich John M, Human Resources Management, Irwin McGraw Hill
4. Aswathappa, Human Resource Management-Text and Cases, Tata McGrawHill
5. Seema Sanghi, Human Resource Management, Vikas

## MGT 204 MARKETING MANAGEMENT

Objectives: This course is expected to provide an insight into the need to market products produced or services provided by an organization.

### Unit I

Introduction to Marketing: Meaning and Scope of Marketing; Marketing Philosophies and corporate orientation towards market place; Marketing Management Process-An Overview; Concept of Marketing Mix; Understanding Marketing Environment; Marketing information system and Fundamentals of Marketing Research.

#### Unit II

Consumer markets and business markets - Buyer Behavior; Demand Forecasting; Market Segmentation, Targeting and Positioning. Market oriented strategic planning, formulation of marketing strategy and key drivers of marketing strategy. Preparation of a marketing plan.

#### Unit III

Product and Pricing Decisions: Product Concept; Types of Products; Product Levels; Major Product Decisions; Product Life Cycle, New Product Development Process; Branding and packaging decisions; Pricing Decisions: Determinants of Price; Pricing Process, Policies and Strategies.

#### Unit IV

Promotion and Distribution decisions: Integrated Communication process; Promotional tools: Advertising, personal selling, publicity and sales promotion; Distribution channel decisions: Types and functions of intermediaries, Selection and management of intermediaries; Logistics decisions: Introduction to Inventory management, warehousing, transportation and insurance.

#### UNIT V

Marketing Organization and Control; Building customer satisfaction, value and retention. Consumerism. Emerging trends and issues in marketing: Social marketing; direct and online marketing; digital marketing, Green Marketing, Introduction to Marketing analytics

#### References:

1. Philip Kotler, Kevin Lane Keller, Abraham Koshy, MithileswarJha; "Marketing Management – A South Asian Perspective", Pearson Education India Limited, New Delhi,
2. KS Chandrasekar, "Marketing management-Text and Cases", Tata McGrawHill-Vijay Nicole, Chennai
3. Etzel, M., Walker, B., Stanton, W. and Pandit, A (2009) Marketing Management, Tata McGrawHill, New Delhi

4. Ramaswamy, V.S and Namakumari, S. (2009) Marketing Management: Global Perspective Indian Context, 4th Edition, Macmillan Publishers India Ltd., New Delhi
5. Saxena, Rajan (2009), Marketing Management, Fourth Edition, Tata McGraw Hill Education Pvt. Ltd. New Delhi.

## MGT 205 FINANCIAL MANAGEMENT

Objectives: This course is expected to provide an overall analysis of financial management, the methods of financing, investment decisions etc.,.

### UNIT I

Nature and Scope of Financial Management: Meaning and Definition of Business Finance and Financial Management; Finance Functions; Aims of Finance Functions; Scope of Finance Function: Objectives of Financial Management; Financial Decisions; Role and Functions of Finance Manager.

### UNIT II

Financing and Capital Structure Decisions: Sources of Finance: Security financing, Internal financing, Loan financing. Cost of Different Sources of Capital: Concept of cost of capital, Significance of cost of capital, Computation of Component costs of capital: Cost of Debt; Cost of Preference Share Capital, Cost of Equity, Cost of Retained Earnings, Computation of Composite Cost of Capital. Capital Structure Decision – Meaning and Patterns of Capital Structure; Theories of Capital Structure: Net Income Approach; Net Operating Income Approach; Traditional Approach and M-M Approach; Concept of Optimum Capital Structure; Factors affecting Capital Structure. Operating and Financial Leverages: Meaning of leverage, Types of Leverages; Operating, Financial and Composite Leverages.

### UNIT III

Investment decisions: Time Value of Money – Concept, Future Value of a single amount; Present Value of a single amount; Future Value of an Annuity; Present Value of an Annuity. Capital Budgeting Decisions: Concept of capital budgeting, Need, types and importance of capital investment decisions; Capital budgeting appraisal methods: Pay back period method, Net Present Value Method, Internal Rate of Return method, and Present Value Index Method.

## UNIT IV

Management of Working Capital: Management of Working Capital – Concept, types, importance and factors affecting working capital, Sources of working capital

## UNIT V

Dividend Decision: Dividend Policy: Dividend and its forms, Objectives of Dividend Policy, Relevance and Irrelevance Theories of Dividend Decision: Walter's Approach; Gordon's Approach and MM Approach.

### References:

1. James C. Van Horne, John M. Wachowicz Jr.: Fundamentals of Financial Management, Prentice Hall of India, New Delhi.
2. Richard A. Brealey, Stewart C. Myers, Franklin Allen, Pitabas Mohanty: Principles of Corporate Finance, Tata McGraw Hill Publishing Company Ltd. New Delhi
3. Pandey I. M.: Financial Management, Vikas Publishing House Pvt. Ltd., New Delhi.
4. Prasanna Chandra: Financial Management – Theory and Practice, Tata McGraw Hill Publishing Company Ltd. New Delhi
5. Khan M. Y., Jain P. K.: Financial Management – Text and Problems, Tata McGraw Hill Publishing Company Ltd. New Delhi
6. Lawrence D. Schall, Charles W. Haley: Introduction to Financial Management, McGraw Hill, Inc., New York .

## MGT 206 OPERATIONS MANAGEMENT

Objectives: The objective of the course is to introduce the concepts of production, plant location, plant layout, materials management and other relevant production oriented decisions.

### Unit I

Production as an organisation function - Importance of Production Function - Scope of Production and Operations Management, Types of Production Systems, Strategic Operations Management, Operations Strategies, Elements of Operations Strategy, 5 P<sup>s</sup> of Operations.

### Unit II

Plant location & Layout, Nature - Location Theories, Steps in Location, Location Models, Plant Layout, Factors influencing lay out, Principles of lay out, Lay out Tools and

Techniques, Materials Handling, Material Handling Principles, Types, Selection and Design of Handling System.

#### Unit III

Materials Management, Vendor rating, Inventory Models, EOQ, Reorder point, EOQ with Discounts, MRP-I, MRP-II, Selective Inventory Control (SIC), Just In Time (JIT), Basics of Kanban, VMI and ERP, Work Study, Work Measurement.

#### Unit IV

Production /Operations Planning & Control, Role of production planning & control in Operations Management, Factors determining production planning, Aggregate Planning, Master Production Schedule, Scheduling, Loading, Routing, Product Planning for Various Production Systems, Line Balancing and sequencing, EBQ, Capacity Planning, Basics of Maintenance management, Maintenance Decisions, overview of FMS and Robotics.

#### Unit V

Quality Management, Statistical Quality Control (SQC), Total Quality Management (TQM), Kaizen, Six sigma, ISO Systems, SCM Basic Concepts.

#### Suggested Readings

1. Starr. Martin K., Production Management - Systems and Synthesis, Prentice Hall
2. Pannerselvam, Production and Operations Management, Prentice Hall of India
3. Elwood, S. Buffa & Rakesh K. Sarin Modern Production/Operations Management, Wiley India
4. Norman Gaither, Production and Operations Management. South Western College Publications.
5. Kanishka Bedi, Production and Operations Management, Oxford University Press.
6. Joseph G. Monks, Operations Management, Mc Graw Hill

### MGT 207 RESEARCH METHODS FOR MANAGERS

Objectives: This course will introduce to the student the need to undertake research, the research process and the research reporting.

#### Unit I

Research: Definition, meaning and research as the application of scientific method,

Importance of research in managerial decision making; the Research Process and types of Research, Defining the Research Problem: Problem Formulation and Statement of Research Problem

#### Unit II

Research Design: Exploratory, Descriptive, Diagnostic/ Conclusive and Experimental Researches - Details and applications, Operational and administrative structure for research, Sampling and Sampling Designs.

#### Unit III

Methods & Techniques of Data Collection: Observational and other survey methods, Development and designing of tools of data collection, Measurement scales, Measurement of attitudes, Validity and Reliability of the tools of data collection.

#### Unit IV

Fieldwork in research and data processing, Classification and Tabulation, Analysis and interpretation of Data, Testing of Hypothesis, Parametric and Non-parametric tests, Essential ideas of Multivariate analysis of data, Factor analysis, Discriminant Analysis, Use of Statistical Software Packages.

#### Unit V

Reporting of Research - Types of Reports - Substance of Reports - Format of Report, Presentation of Reports.

#### Suggested Readings

1. Wilson, Jonathan, Essentials of Business Research (2010), Sage
2. Alan Bryman & Emma Bell, Business Research Methods (3<sup>rd</sup> Edn.), Oxford University Press
3. Kothari, C.R., Research Methodology - Methods & Techniques, New Age international.
4. O.R. Krishnaswami & M. Ranganatham, Methodology of Research in Social Sciences, Himalaya Publishing

5. Panneerselvam, Research methodology, Prentice Hall of India

## MGT 301 MANAGEMENT INFORMATION SYSTEMS AND CYBER SECURITY

Objectives: The objective of the course is to introduce MIS and also the need to learn the cyber security.

UNIT I: Management Information System (MIS) in global business context - MIS Concept, Components and Structure, Organisational and Functional - information requirements by level of management activity – transaction processing systems – information support systems - role of MIS - impact of MIS - MIS as a support to the management - MIS and organizational effectiveness - System concept - MIS for a digital firm

UNIT II: Planning & Decision Making - Concepts in planning and control, Decision making and information systems - systems for decision support - Executive Support Systems (ESS) - Group Decision Support Systems (GDSS) - the process of developing DSS - individual and organizational model - MIS and decision making concepts - GDSS – EDSS - knowledge management- enterprise-wide knowledge management systems - knowledge work systems - intelligent techniques - Knowledge Based Expert Systems (KBES) - Enterprise Resource Planning – Cloud based Decision support

UNIT III: Databases and Information Management - Database concepts - Database Management System (DBMS) - database models - capabilities of DBMS - designing database – RDBMS - using databases to improve business performance and decision making – client-server architecture.

UNIT IV: Development of MIS - Systems analysis and design - systems analysis for new requirement - systems development models - prototype approach – classical SDLC approach - structured system design - system development process - tools and techniques of system design - data flow diagram - data structure - system implementation success and failure - quality control of information system - introduction to emerging technologies.

UNIT V: Securing Information Systems - System vulnerability and abuse - wireless security challenges - malicious software - hackers and cyber vandalism - computer crime and cyber terrorism - business values of security and control - firewalls – intrusion - detection systems - antivirus software - securing wireless networks - encryption and public key infrastructure – ensuring system availability - security issues for cloud computing and the mobile digital platform

#### References

1. Management information systems: conceptual foundations, structure, and development – Gordon Bitter Davis, Margrethe H. Olson - McGraw-Hill
2. Management Information System, Kenneth C. Laudon & Jane P. Laudon, Twelfth Edition, Pearson Education
3. Management Information Systems: A Global Digital Enterprise Perspective, Waman S. Jawadekar, Fifth Edition, McGraw Hill Education (India) Private Limited
4. Management Information Systems, James A O'Brien, George M Marakas and Ramesh Behl. Ninth edition, Tata McGraw Hill Education Private Limited.

### MGT 302 ENVIRONMENTAL MANAGEMENT

Objectives: This course is expected to provide an overall understanding of environment, dimensions, issues and ways and means to protect the same.

Unit I Environment and its components – Ecology – Forest – Wildlife – biotic and a biotic environment – Agricultural – fisheries – cycling of materials in the ecosystem – eco friendly farming – Lithosphere – atmosphere – hydrosphere – stratosphere – Food chain – Climate change – Carbon credit.

Unit II Environmental degradation – Population growth – Economic development – pollution – pollution control – sustainable development – Hazardous wastes – Energy and environment – alternate sources of energy.

Unit III Dimensions of environmental management – economic dimensions – technological dimensions – socio-cultural dimensions – ethical and moral dimensions – Participatory Environmental Management – integrated environmental management –

managing the urban environment – managing the rural environment – environmental management systems – environmental audit.

Unit IV Development Management – environment friendly – sustainable agriculture – sustainable forestry management – water resources management – industrial waste management – unclear waste management – municipal waste management – hospital waste management – air quality management – coastal and marine resources management.

Unit V Environmental Management Institution – 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.

#### References:

1. Jacob Thomas, Environmental Management, Pearson
2. Devi Prasad, “Trends in Environmental management”, Daya Publishing
3. Qazi Navid & Shabir Qazi, “ Natural Resources Conservation and environment Mgt, APH Publishing.
4. V.C. Khilare & L.V. Gangawane, “Sustainable Environmental Management”, Daya Publishing
5. Avinash Chiranjeev & Anil Kumar Jamwal, “ Environmental Education and Management”, Janatha Prakashan

## MGT 303 INNOVATION MANAGEMENT

Objectives: This course will introduce the concepts of innovation, understanding about the projects, project implementation and execution issues.

### Unit I

Innovation: Basic Concepts of Innovation, Factor affecting innovation, Introduction to Entrepreneurship- Its role - Defining an entrepreneur- entrepreneurial traits -Developing

entrepreneurs Dynamics of small business environment - Causes for small business failure - Success factors for small business

## Unit II

New ventures and Business Plan- Need for a Business plan - Steps in the preparation of business plan - Need for marketing research - Operating plans and financial plans -. Corporate planning process and investment decisions- Expenditures of different types –Formulation of capital expenditure – Appraisal and evaluation – Estimation of cost of project –Financing – Estimation of profitability – Processing for administrative approval.

## Unit III

Execution of projects – Project organisation- Need for a project organisation – Function of a project department – Project admission – Sanction letter and its contents – Types of projects – Finalisation of strategies for execution of projects – Engagement of consultants – Preparation of technical specification – Contracts finalisation – Execution of contracts.

## Unit IV

Project implementation- Project management organisation – Importance of project management organisation – Monitoring and control of projects – Parameters for monitoring and control – Process of monitoring – PERT/CPM and network techniques in project monitoring and control – Computer based project management. Completion of projects and post project evaluation- Completion of projects and handing over to operation – Closure of contracts – Completion cost of projects – Capitalisation of assets of projects

## Unit V

Post project evaluation and post completion Audit report- Contents of post project evaluation and completion audit report – Diagnosis of delays in projects – Consequences of delays in projects – Key lessons learned from the executed projects- Environmental appraisal of projects- Stresses on environment – Environmental impact assessment (EIA) and environmental impact statement (EIS) – Impact assessment methodologies.

## References:

1. David Kiddler, The startup playbook, Ohio University
2. Ed Catmull, Creativity Inc., Random House

3. Scott Berkun, The myths of Innovation, Oreilly
4. PCK Rao, Project management and control, Jain book depot

## MGT 304 BUSINESS ANALYTICS

Objectives: This course is expected to provide an insight into the need and importance of entrepreneurship in the country and the ways of becoming an entrepreneur

### Unit I

Business analytics: Introduction- need- importance- Business intelligence- levels of intelligence- use of data- observing insights-

### Unit II

Business analytics cycle: stages- process- tools and methods

### Unit III

Data exploration- Visualisation and Exploring data- Data mining: predictive analytics- forecasting- optimisation -simulation

### Unit IV

Spreadsheet modelling and Analysis –Decision Analysis

### Unit V

Customer analytics –Social analytics –Operational analytics – Cases in Indian context

### References:

1. David Roy Hardoon and Galit Shameli, “Getting started with Business Analytics”, Chapman and Hall.
2. James Evans, “ Business Analytics”, Pearson
3. Eric Seigal, “Predictive analytics”, Wiley
4. Randy Barlett, “ Business Analytics”, McGraw Hill

## MGT 401 STRATEGIC MANAGEMENT

Objectives: This course introduces to the student the need to learn and understand management from the top management perspectives and plan and implement strategies.

### Unit-I

Overview of Strategic Management – Business Policy and Strategic Management - Strategic Management Model – Porter’s Five Force Analysis-McKinsey 7S Framework

#### Unit –II

Business Vision, Mission, Objectives – Characteristics of Mission Statement Types of Strategies – Integration strategies – Intensive strategies – Diversification strategies- Michael Porter Generic Strategies

#### Unit -III

Strategic formulation: Environmental Analysis – External and industry analysis – Internal analysis-Strategic analysis and choice – Input stage –Matching stage – decision stage – Cultural aspects of strategy choice

#### Unit –IV

Strategic Implementation: The nature of strategic implementation- Resource allocation – Strategy and structure – Creating supportive culture – Implementing strategies in functional areas

Unit –V  
Strategy Evaluation: The nature of strategy evaluation –Review and Control – Characteristics of effective evaluation systems – Criteria for strategy control –Mechanism for strategic control

#### References:

1. Jacob Thomas, Strategic Management-Text and Cases, Pearson
2. Srinivasan, Strategic management: The Indian context, Prentice Hall of India
3. Azhar Kazmi, Strategic management, Tata McGraw Hill
4. Charles W.L. Hill and Gareth R. Jones, Strategic management: An integrated approach, Cengage
5. Srivastava RM, Strategic management: Concepts, Skills and Practices, Prentice Hall of India.

## Human Resources Management

### Third Semester

### MBA 3H1 - TRAINING AND DEVELOPMENT

Objective: To provide a clear idea about the principles of training and also to emphasise the value of developing and designing training programmes for the betterment of the organization.

Unit I: Introduction to Training - Concept, Role, Need and Importance of Training, Types of Training, Philosophy of Training, Principles of Training, Components of Training, Developing an Integrated Approach of Learning in Training Programme.

Unit II: Training Need Identification - Concepts, Determination of Training Needs, Approaches to Training Needs Assessment, Tools/ Methods of Identification of Training Needs, Recent scenario of TNI, TNI Cycle of Events.

Unit III: Training Design - Concept of designing Training programs, Process, Design Theory, Matching methods with outcomes, Trainer Identification, Methods and Techniques of Training, Designing A Training Unit (Cross Cultural, Leadership, Training the Trainer, Change), Budgeting of Training – preparation of training proposals.

Unit IV: Implementation and Evaluation - Different Methods of Training, Integrated Instructional Strategy, Orientation Training, Diversity training, Team Training, Training Equity; Rationales for Evaluation, Methods of Evaluation, Evaluation Design Issues – induction Vs orientation.

Unit V: Management Development - Focus & Approach to Management Development, general Characteristics of Managers, Integration of Strategies & management Characteristics, Management Development Implications Strategies for Training executives.

#### References

1. Buckley, R., & Caple, J.; The theory and practice of Training (5th ed.). London and Sterling,
2. Lynton, R., Pareek, U.; Training for Organizational Transformation for Policy Makers and Change Managers, Sage, London,
3. Rae, L; How to Measure Training Effectiveness, 3rd ed., Gower, Aldershot
4. P. Nick Blanchard, James W. Thacker; Effective Training;: Systems, Strategies & Practices, Second Edition; Pearson Education

#### MBA 3H2 - ORGANISATIONAL CHANGE AND DEVELOPMENT

Objective: To develop competency in managing change in the organization through various organization development intervention strategies

Unit I: Nature of Change - Necessity for Change; creating readiness for Organizational Change, A readiness Model, Interpersonal & Social Dynamics, Change Agent attributes.

Unit II: Planning for Change - Integrated Strategic change model; Managing Strategic Change; Transformational Change & its characteristics; Continuous Learning & change, Cultural & climatic factors affected by change; Global perspectives related to change

Unit III: Change Process - Change Cycle; change process; leadership patterns & Transformational strategies; Cultural & Climatic factors affect Change; Sustainable change Process.

Unit IV: Change Implementation - Resistance to change; Strategies to overcome the resistance; Strategies to face the resistance to change; Business Process Re-engineering (BPR), Leader as a change agent in organizations

Unit V: Organizational Development -Introduction; Evolution and nature of OD; Foundations of OD, The Process of OD, Major OD Interventions & strategies and their expected outcome; Special applications of OD & future directions in OD

References:

- Wendell L. French, Cecil H. Bell, Jr., Robert A. Zawacki; (2012); Organization Development & Transformation – Managing Effective Change; 4<sup>th</sup> Edition; Tata McGraw –Hill Publishing Company Ltd, New Delhi.
- Cummings & Worley: (2011); Organization Development & Change; 7<sup>th</sup> Edition; Thomson; South Western Publication.

### MBA 3H3 – TEAM BUILDING

Objective: To make the students understand the scope and significance of group dynamics and team building.

Unit I: Group Dynamics - Nature of groups and group dynamics-group formation. Group structure – Group development

Unit II: Group Decision making - methods of group decision-making- group conflict – sources of conflict –process –coalitions. Resolving intergroup conflicts

Unit III: Team Dynamics - Transforming groups to teams, Types of teams, stages of team building and its behavioral dynamics – team building in modern corporates

Unit IV: Team Process - team communication – process, communication effectiveness and feedback-Delphi techniques, nominal group techniques, traditional brain storming, electronic brain storming – negative brain storming.

Unit V: Team building - team work and teambuilding – team leaders and supporting teams – selection and allocation of team players – developing collaboration in teams- social loafing , synergy in team , self managed teams.

#### References

1. Group dynamics – Fersyth .D R, Addison – Wesley
2. Team Building – Issues and Alternatives, Dyer A ddison – Wesley
3. Organizational Behaviour – Fred Luthans
4. Organization behavior – Stephen P Robins

### MBA 3H4 - STRESS MANAGEMENT AND COUNSELING

Objective: This course provides students with a holistic approach to health focusing on competencies to manage stress. Students learn the basic concepts of stress and counseling, its importance in day to day life, relationship between lifestyle and health. Through the reflective use of specific skills, tools, and new knowledge, students will have an increased opportunity to enhance their lives and the lives of those around them. The students get an opportunity to understand the need to deliver or practice a repertoire of techniques for stress management.

Unit I: Introduction to Stress – Definition & History – Contributions of H. Selye, Stressors, Types of Stress. Models of Stress – The General Adaptation Syndrome ( G.A.S), The Bucket Model of Stress, The Bounce Model of Stress, The Burn Out Stress Syndrome Model of Stress ( BOSS), The Kosha Model of Stress and the schematic representation of Sheaths in the Kosha Model.

Burn Out – Definition and Basic Concept – Phases in Burn Out - Attitudinal characteristics of Burn Out, Model of Burn Out – common myths related to stress

Unit II: Work Place Stress / Occupational Stress – Sources & Symptoms, Behavioural Consequences, Integrative Model of Stress & Work, Karasek’s Demand Control Model of Occupational Stress.

Personality and Stress – Type A and Type B Personality and Stress – distress prone and distress resistant personalities - Stress and Personality using the Myer Brigg’s Type Indicator ( MBTI) - Practical Knowledge on Stress and Stress Management at Work Place - Stress Management with respect to Working Women, Stress Management in the Service Industry – Study among the Executives in I.T Industry, Banks, Hospitals, Airlines etc. Stress Management in the Manufacturing Industry – symptoms of stress and remedial measures

Unit III: Management of Stress – Methods of Stress Management – Personal Vs Organisational. Stress Management methods, Self Management as a Stress Management tool, Relaxation Techniques, Managing Stress through Nutrition & Diet – The role of Nutrition & Diet in stress Management, Managing stress through Yoga, Meditation and Humour, Reiki – Hands that heal stress – Reiki treatment for the improvement of the body and mind, Life Style Management - to prevent and control work environment stress.

Emotional Intelligence - Emphasis of Emotional Intelligence to Manage Work Stress and Emotions- Components of EI, Importance of Managing one’s EI effectively – techniques for conquering procrastination

Unit IV: An Introduction to Counseling – Definition, Concept of counseling, major goals of counseling, Process of Counseling, Types of Counseling. Changing role of Counseling in the work place. Basic Issues in Counseling Practice-Introduction to Counseling Skills - The nature of the counseling relationship, What to do and what not to do when starting to counsel, The process of listening, When to reveal one’s own feelings.

Unit V: Counseling as a tool for mental health diagnosis – ABC/CBT Model of Counseling. Counseling as a Stress intervention method - Acute Stress Disorder and Post Traumatic Stress Disorder Management through Counseling.

Case Discussions .

References

- Schafer, Walt (2000). Stress management, (4 th ed), New Delhi: Wadsworth – Cengage Learning India Pvt. Ltd.

- Lazarus, R. S. & Folkman, S. (1984). *Stress, Appraisal and Coping*, New York; Springer Publishing Company, Inc.
- Pestonjee, D.M. (1999). *Stress and Coping*. (2nd) New Delhi: Sage publication.
- Cartwright, S and Cooper, C. L. (1997): *Managing workplace stress*, New Delhi: Sage
- Cooper, C. and Payne, R. (1988): *Causes, Coping and Consequences of Stresses at Work*. Chichester: Wiley.
- Bright.P.S, ‘Stress Causes & Cures’, Bright Carrer Institute, Delhi, 2008.
- Kaila L.H, Pai Sathish, Ravishanker, Dhar Upinder, “Stress management- Western & Indian Techniques”, Himalaya Publishing House, Delhi, 2005.
- Hariharan Meena, Rath Radhanath, “Coping with Life Stress”, Sage Publications, Delhi,1e, 2008.
- Bond Tim (1997) *Standards and Ethics for counselors in action*, New Delhi: Sage
- Colin Felthman and Ian Horton (2000) (Ed), *Handbook of Counseling and Psychotherapy*, New Delhi: Sage

## MBA 3H5 - CAREER MANAGEMENT

Objective: To develop skills in generating and using personal skill data and utilizing the organization resources in making career decisions and self development plans

Unit I: Career concepts - Roles – career stages –career stages. Career planning and process – Career development models – Career motivation and enrichment – Designing career development Systems

Unit II: Career development – Concepts, theories of career development – Career development and Organizational Strategy – Career Paths – Transition and Plateaus – Dual ladder for career development – Managerial Succession Planning

Unit III: Human Resources Management in Career Management – Evaluation Career Management Systems – Challenges in Career Management – Equity and competency based compensation.

Unit IV: Application of Assessment Centers in Competency Building – Issues in Career Management.

Unit V: Relevance of ethics in Career Management–Intervention strategies – PCMM , CMM

## References

1. Personal and professional development assuring your career , Ben Ball, Hyderabad University Press
2. Career Counseling : a field for teachers and trainers , Arulmani , Tata Mc Grawhill;
3. Management: A competency based approach , Don Hellriegal et al , Thomson Asia , Singapore

## MBA 3H6 - PARTICIPATION MANAGEMENT

Objective: The objective is to provide the basic inputs that are necessary to understand and appreciate the concept of participative management and its forms and levels.

Unit I: Meaning of Participative Management - participative management as a concept – economics , Psychological , Social, Political view points – origin and growth of participative management – objectives – styles.

Unit II: Types of Participative Management - Informative participation ,Consultive participation , Associative participation , Administrative Participation and Decisive participation.

Unit III: Structural arrangements for Participative Management -: National level, Corporate level , Plant level, Zonal Level and Shop level – Role of external and internal factors in influencing the levels of WPM.

Unit IV: WPM in India and abroad - experiences of PSUS and private sectors , the participation of workers – Suggestions for improving WPM in Indian companies – WPM in abroad – Evaluation – Comparison.

Unit V: Issues and future of participative management - Training and development methods for participative management - Current trends in management - Issues and future of participative Management.

## References

1. Workers Participation in Management – P .VenkataRamana
2. Workers Ownership and Participative Management – A K Kedia
3. Workers Participation in Management with special reference to India – G .Varandani

## MBA 3H7 - PERFORMANCE MANAGEMENT

Objective: To make the students understand the importance and process of performance management and the various tools available for measuring performance

Unit I: Introduction to Performance Management - Aims, Characteristics; Developments in Performance Management; Concerns; Understanding PM, Performance Appraisal and performance Management – PM and MBO – 7 rules of excellence – 7 sins of HR professionals

Unit II: Process of Performance Management - Performance Management cycle; PM Sequence, Working of PM; Performance Management Activities; PM in action – feedback management in PM – performance counseling

Unit III: Performance Management and Development - Measuring performance, Criteria for performance measurement; Setting Organizational, Team & Individual Performance Standards; Methods for evaluating Performance – 360 Degree appraisal, Competency Mapping & Competency Modelling, Balance Score card.

Unit IV: Performance Linked Rewards - Methods; Pay Structure; Performance Related Pay (PRP). Competence related pay; Team pay-contribution related pay; Skill based pay; Shop floor incentive bonus scheme; Sales force incentive schemes, Team rewards; Gain sharing, Profit sharing.

Unit V: Evaluating Performance - Methods, Typical approach in evaluation, the rationale for Performance Management; Performance Agreements; Performance Reviews; feedbacks – e-PM – strategic role of HR professionals

#### References

- Armstrong, M & Baron, A (2008) Performance Management: The new Realities; Institute of Personnel & Development, London
- Rothwells, W (2002) Models of Human Resource Improvement; 2<sup>nd</sup> Edition, American Society for Training & development, Alexandria, VA.
- Michael Armstrong (2010); Performance Management, 4<sup>th</sup> Edition; Kogan pages.

#### Fourth Semester

### MBA 4H1 - COMPENSATION MANAGEMENT

Objective: The course acquaints the students with the principles involved in developing a fair wage structure and its effect on both the employees and the organisation

Unit I: Introduction to Wages - Wage concepts, Theories of Wages, Importance, Wage Policy, Criteria for Wage Fixation, Techniques of Wage Determination, Wage Fixation Machinery, Wage Differentials, and Challenges of Remuneration;

Unit II: Effect of compensation - Impact of compensation and employees benefit on organizational effectiveness; Economic and Behavioural issues in compensation, internal and external equity of wage system, Law relating to payment of wages and bonus in India, Remunerating the Top Brass.

Unit III: Determining the Pay Level - Conventional reward methods and their inadequacies. Developing reward strategy – skill based pay, broad banding, team based pay, payment by results, and performance related pay, variable compensation; Compensation for executives and R&D staff; Reward structure in new industries (BPO, IT, Hospitality, Tourism, etc.), MNCs and other organizations; Remuneration plan and business strategy.

Unit IV: Employee Benefits - Profit sharing, payment of bonus, Types and significance of incentives, fringe benefits, Retirement plans, productivity and wages; understanding tools in designing, improving and implementing compensation packages.

Unit V: Managing the system - Union Role in Wage and Salary Administration, Compensation of Special groups, International pay system, Government and Legal Issues in Compensation

References

- Milkovich & Newman (2010), Compensation, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 8<sup>th</sup> Edition
- B.D. Singh, (2010) Compensation and Reward Management, Excel Books, New Delhi.
- Henderson, (2012) Compensation Management in a Knowledge Based World, Pearson Education, New Delhi, 9<sup>th</sup> Edition.

#### MBA 4H2 - INDUSTRIAL RELATIONS AND LABOUR LAW

Objective: The course provides an insight into the concept of industrial relations and the various legislations affecting it

Unit I: Overview of Industrial Relations - Concept of Industrial Relations; Nature of Industrial Relations; Objectives of IR; Evolution of IR in India ; Role of State; Trade Union; Employers' Organization; ILO in IR.

Unit II: Trade Unionism and Collective Bargaining - Trade Union origin and growth, unions after independence, unions in the era of liberalization; concept, objectives, functions and role of Trade Unions in collective bargaining; problems of Trade Unions. Labour problems: Discipline and misconduct; Grievance Handling Procedure; Labour turnover; Absenteeism; Workers' participation in management.

Unit III: IR Approaches - Technological Change in IR-Employment issues, Management Strategy, Trade Union Response, Human Resource Management and IR- Management Approaches, Integrative Approaches to HRM; International Dimensions of IR.

Unit IV: Protective Legislations - The Factories Act, 1948, The Industrial Disputes Act 1947, The Payment of Wages Act, 1936, The Minimum Wages Act, 1948, The payment of bonus Act, 1965, The Equal Remuneration Act, 1976;The Contract Labour (regulation and abolition) Act, 1970

Unit V: Social Security Legislations -The Workmen's Compensation Act, 1923; The Employee's State Insurance Act, 1948; The Employees' Provident Funds and Miscellaneous Provisions Act, 1952; The Maternity Benefit Act, 1961;The payment of Gratuity Act, 1972

#### References

- Mamoria CB, Mamoria, Gankar - Dynamics of Industrial Relations (Himalaya Publications, 15<sup>th</sup> Ed.)
- Singh B.D; Industrial Relations, Second Edition, Excel Publishers.
- Sinha; Industrial Relations, Trade Unions and Labour Legislation (Pearson Education, 1<sup>st</sup> Ed.)
- Srivastava SC - Industrial Relations and Labour Laws (Vikas, 2000, 4<sup>th</sup> Ed.)
- VenkataRatnam – Industrial Relations (Oxford, 2006, 2<sup>nd</sup> Ed.)
- Indian Law Institute, Labour Law and Labour Relations-Cases and Material, Bombay, Tripathi,
- S.N. Mishra, Labour and Industrial Laws, Allied Publications, New Delhi,
- Debi S. Saini,Redressal of Labour Grievances, Claims and Disputes, Oxford & IBH, New Delhi)

## MBA 4H3 - GLOBAL HUMAN RESOURCES MANAGEMENT

Objective: The objective of the course is to develop a diagnostic and conceptual understanding of the cultural and related behavioural variables in the management of global organisations

Unit I: Approaches to GHRM – Introduction to IHRM--International organization – approaches to the study of comparative employment policy – convergence theory, Marxist theory, the cultural approach –the institutionalist Perspective/functions - Globalisation and HRM.

Unit II: International HRM models –Pooles adaptation of the Harvard model- the Brewster and Bournois model of International HRM –controversy International HRM- Problems of global research – evidence of international HRM-Internationalization of business – types of global business-Impact of inter country differences on HRM.

Unit III: International staffing and development –Policies and practices –Techniques and sources of global recruitment ,selection process-global labour market differences-global compensation – Managerial transfers-Global Management Development- techniques- management qualifications and characteristics, motivation and retention of talent, 360 degree feedback- international adjustments- repatriation.

Unit IV: Comparative Labour Relations- International Pressures on National Practices- Multinational Ownership and collective bargaining- women in global business- quality circles- participative management- An overview of HRM in USA, UK, Japan, West Germany and Russia- Innovative management techniques and their influences

Unit V: HRM in Global Organisations – Ethics in International business- Western and Eastern Management thoughts in the Indian context—Global talent management

### References

1. International Business: By K. Aswathappa
2. International Human ResourcesBy P. Subba Rao
3. International HRM: By DR. NILANJAN SENGUPTA and DR. MOUSUMI S. BHATTACHARYA
4. Brewster, C. (2007). Comparative HRM: European views and perspectives. International Journal of Human Resource Management 18(5): 769-787.

## MBA 4H4 - STRATEGIC HUMAN RESOURCES MANAGEMENT

Objective: The aim of this course is to develop an analytic and theoretical understanding of the HR practices to make it a strategic resource in the organization.

Unit I: Concept of SHRM-- Definition, objectives, scope, functions; Strategic role of SHRM; Difference between traditional HRM and SHRM; Essential elements of SHRM; Approaches to SHRM; Strategic fit; Application of SHRM in changing organization scenario.

Unit II: Human resource planning—Strategic approaches to recruitment and selection; Analysis of selection and recruitment practices of professionally managed companies; Corporate career planning and succession planning; Strategic workforce planning; Understanding and measuring human capital; Talent acquisition; HR outsourcing.

Unit III: Strategic performance development approach. Trends in performance appraisal—self appraisal, competency mapping, balance scorecard; using KPA's for peak performance; Retention strategies—combating job hopping; HR empowerment through performance management

Unit IV: Changing role of training—proactive training management; strategic activities for developing training team; Innovative web based training—m-learning, e-mentoring,e-coaching; Strategic employee empowerment.HR audit and accounting

Unit V: Change management and strategic HRM; Strategies to overcome HR challenges faced by Indian companies; Strategic competencies for HR professionals; Global competitiveness and Strategic HR

### References

1. Strategic Human Resource Management : By Jeffrey Mello
2. Armstrong's Handbook of Strategic Human Resource Management : By Michael Armstrong
3. Strategic Human Resource Management and Development: By Richard Regis
4. Human Resource Management: By Robert L. Mathis, John Jackson
5. Strategic Human Resource Management: By Catherine Truss, David Mankin, Clare Kelliher
6. Issues in Global Business and Management Research: Proceedings of the IOCBM 2008 : By Mehran Nejati, Azadeh Shafaei, Mostafa Nejati

7. Strategic Training Management: Transforming the Business of Training: By Catherine Mattiske
8. Advanced Web-Based Training Strategies: Unlocking Instructionally Sound Online Learning : By Margaret Driscoll, Saul Carliner
9. Corporate Planning and Strategic Human Resources Management: By Mrs. Radha Raj

## MBA 4H5 - MANAGING DIVERSITY IN WORKPLACE

Objective: The objective of this course is to develop competencies in students to manage a diverse team

Unit I: Introduction to Diversity - Fundamentals of Diversity – Levels of Diversity  
Discrimination – Forms of discrimination – Models and process of Diversity - Theories of diversity.

Unit II: Understanding Primary Aspects of Diversity - Race and ethnicity – Cultural diversity  
– Issues of expatriate managers – Impact of culture on Negotiation Gender diversity in workplace  
– Women in Leadership Position – Issues; Generational Diversity in workplace.

Unit III: Understanding Aspect of Diversity - Social class – Does social class makes a difference in the workplaces in India/other countries. Impact of religion, appearance, disability in workplaces.

Unit IV: Managing Diversity - Ethical , Legal and Communication issues - Ethics of workplace diversity – Legal aspects of diversity in workplace . Improving communication in today's diverse workplace.

Unit V: Managing Diversity from organization stand point - Creating and sustaining diversity and inclusion in organization developing and motivating a changing workforce – Diversity Training

### References

1. Managing diversity ; toward a Globally inclusive workplace - Michalle E Mor Barak
2. Understanding and managing diversity - Carol Harvey

## Elective: Marketing Management

### Third Semester

#### MBA 3M1 - CUSTOMER BEHAVIOUR

Objective: The objective of this course is to make the students understand about consumer decision making process and its applications in the marketing functions of a firm

Unit I: Consumer Behaviour and its Linkages with the Decision Making Process in Marketing Management; Consumer and Business Market- Buying behaviour models, Steps involved in Buying Behaviour, Participants in Buying Behaviour, Buying Behaviour and Customer Life Time Value

Unit II: Understanding Research Framework in Consumer Behaviour - Consumer Research in Market Segmentation, Targeting and Positioning, Steps involved in Consumer Research, Different types of Consumer Research- Quantitative and Qualitative

Unit III: Factors Influencing Consumer Behaviour- Culture, Social Class, Social Group & Family, Life Style; Individual Determinants of CB- Motivation and Involvement , Behaviour Modification, Personality & Self Concept; Perception, Learning, Attitudes and Changing Attitudes.

Unit IV: Consumer Decision Process: Problem Recognition, Information Seeking Process, Information Evaluation Process, Purchase Process and Post Purchase Process, Cognitive Dissonance

Unit V: Diffusion of Innovation-Innovation and Adoption of New Products, Cross Cultural Consumer Behaviour; Understanding Indian Consumer, Consumerism, Consumer Protection Act  
References

- Consumer Behaviour: Ramanuj Majumdar, PHI
- Consumer Behaviour: Leon, Schiffman, Kanuk; PHI
- Consumer Behaviour: David L Loudon & Albert Bitta; Mcgraw Hill
- Consumer Behaviour Text & Cases: Lalitha Nair; Himalaya

#### MBA 3M2 - INTEGRATED MARKETING COMMUNICATIONS (IMC)

Objective: This course will equip the students with knowledge about the nature, purpose and complex construction in the planning and execution of an effective Integrated Marketing

Communications (IMC) programme. Students will learn about various tools of IMC and the importance of coordinating them for an effective marketing communications programme.

Unit I: Marketing Communications- Meaning; Marketing Communications Mix; Factors Affecting Marketing Communications Mix; Marketing Communication Process; Models of Marketing Communications; Marketing Communications Planning and Budgeting Process; Consumer Behaviour and Marketing Communications; Marketing Communications Research

Unit II: Advertising- Definition, Importance and Scope; Types of Advertising (Online & Offline); Advertising Planning and Objective; Budgeting; Creative Strategy, Tactics and Format- Advertising Appeals, Advertising Execution Styles; Media Planning and Strategy; Ad Agency- Functions, Organisational Set-Up; Types of Ad Agencies; Selection and Compensation of Ad Agencies; Regulatory Framework of Advertising; Advertising Research

Unit III: Sales Promotion & Personal Selling- Sales Promotion- Importance and Scope of Sales Promotion; Need and Objectives of Sales Promotion; Types of Sales Promotion- Consumer, Trade and Sales Force Promotion; Developing and Implementing Sales Promotion Campaign; Sales Promotion Budgeting; Sales Promotion Evaluation; Effect of Sales Promotion on Brand Equity; Personal Selling- Importance and Scope; Personal Selling Process; Integration of Personal Selling With Other Elements of Marketing Mix; Performance & Evaluation of Personal Selling Efforts.

Unit IV: Public Relations, Publicity, and Direct Marketing- Public Relations- Tools of PR; Process of PR; PR Officer- Role and Functions; Measurement and Evaluation of PR Effectiveness; Publicity- Relevance and Scope; Methods Of Publicity; Direct Marketing- Objectives and Scope; Types of Direct Marketing; Measuring Direct Marketing Performance

Unit V: Integrated Marketing Communications- Definition and Scope, Evolution of IMC; Role of IMC in the Marketing Planning Process; Reasons for the Growth of IMC, Integration Process of Marketing Communications; Above the Line & Below the Line Communication, 360 degree Marketing Campaign, IMC for Consumer And Industrial Products; Ways for Successful Implementation of IMC; MC Budgeting; Online Marketing Communications; Legal and Regulatory Aspects of IMC.

## References

1. Aaker, David A et. el.: Advertising Management, Prentice Hall of India, New Delhi.
2. George E Belch & Michel E Belch: Advertising and Sales Promotion, Tata McGraw Hill, New Delhi 2004.
3. George Belch, Michael Belch & Keyoor Purani: Advertising and Promotion-An Integrated Marketing Communications Perspective, Tata McGraw Hill, 2010
4. Kruti Shah and Alan D'Souza: Advertising & Promotions: An IMC perspective, Tata McGraw Hill
5. Kenneth E Clow & Donald Baack, Integrated Advertising, Promotion and Marketing Communications, Pearson, 2012
6. Tom Duncan: Principles of Advertising & IMC, Tata McGraw Hill
7. S.A. Chunawalla & K.C. Sethia: Foundations of Advertising Theory & Practice- Himalaya Publishing

## MBA 3M3 - MARKETING RESEARCH

Objective: This course is designed to equip the students with the skills required for conducting marketing research.

Unit I: Marketing Research-Nature, Scope and Limitations- Marketing Research process- Role of MR in decision making- Ethics in MR- Marketing Research Organizations in India- Industrial vs. Consumer Marketing Research.

Unit II: Research Design formulation-Identification of the research problem and formulation and procedure of hypothesis testing and objectives-Exploratory, Descriptive and Causal Research designs- Concept of Scaling, Comparative and Non comparative- Formulation of Questionnaires and form design.

Unit III: Sampling, data collection and processing- Sample design- defining population and sample- classification of sampling techniques- online sampling and issues- methods of data collection and process- research instruments-editing, coding, tabulation and data cleansing.

Unit IV: Data Analysis and Reporting-Univariate Statistics; t-test, chi square and testing of proportion- Bivariate Analysis; Simple correlation and regression analysis- Multivariate analysis; analysis of dependence [multiple regression, discriminant, MANOVA] and interdependence

[factor analysis, cluster analysis]- Use of SPSS in Data Analysis-Report preparation format-report writing guidelines- report distribution, reading and follow-up.

Unit V: Applications of MR in business- Market Segmentation Studies, New Product Research, Brand Equity Research, Advertising Research, Consumer Behavior Research, Pricing Research- International Marketing Research- MR and IT; Online research, data warehousing and mining.

#### References

1. Naresh K. Malhotra, Marketing Research: An Applied Orientation, TMH, NewDelhi.
2. Boyd, Westfall and Statsch, Marketing Research, Irwin Inc, 2010.
3. Nargundkar R, Marketing Research, 3rd Edition, TMH, 2011.
4. G.C.Beri, Market Research, Pearson Education, New Delhi.
5. William G Zikmund, Business Research Methods, Cengage Learning.
6. Cooper & Schindler, Marketing Research, Concept & Cases. Tata McGraw Hill,India

### MBA 3M4 - SERVICES MARKETING

Objective: The objective of this course is to develop insights into emerging trends in the services sector and tackle issues involved in the management of services.

Unit I: Role of service sector - Structure and growth - Recent trends in service sector - Characteristics of services - Components and tangibility spectrum – Distinctive marketing challenges and need for separate marketing strategies, classification of services - Service Marketing mix, Expansion of marketing mix - Services marketing triangle.

Unit II: Creating, delivering and performing service - Basic, Articulated and Exciting Attributes - Service blue prints – Pricing of services- promotional mix and communication Efforts, Delivery of services through intermediaries, People, Process and Physical evidence.

Unit III: Consumer behavior in services - customer satisfaction - customer expectation and customer perceptions - gap analysis - quality perceptions in services - guarantee, customisation of service - service recovery and problem solving- - Impact of service failures versus product failures. - Measuring Service Quality -employee role of service marketing - role of technology

Unit IV: Segmentation / positioning / differentiation and retention strategies applicable to service marketing - relationship marketing - measuring customer satisfaction surveys: - design

and analysis, Concept of loyalty- Creation of a loyalty programme, Demand Management in Services, Supply and Demand considerations in Services

Unit V: Distribution of Services - Physical Channels – Franchisee, Marketing of banking services, tourism, financial services, consultancy, hospital care and cure marketing, business schools, transport services, care taking etc.

#### References

1. Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee – Services Marketing: People, Technology, Strategy, Pearson, New Delhi.
2. Ravi Shanker, Services Marketing, Excel books
3. Vinith Kumar Nair, Cases in Services Marketing, Excel Books, New Delhi
4. 2. Helen Woodruff, Services Marketing, Longmen Group, New Delhi.
5. Adrian Payne, The Essence of Services Marketing, Prentice Hall, India

### MBA 3M5 – PRODUCT AND BRAND MANAGEMENT

Objective: The objective of this course is to familiarise the students with the concepts and strategies involved in product management and branding for effective brand building.

Unit I: Product Management - Product – Definition, Levels of Product; Definition of Product Management , Scope and Importance; Role of Product Manager; Product Mix and Product Line Strategies; Challenges in Product Management

Unit II: Product Life Cycle and Marketing Strategies; Product Portfolio Models; Positioning & Perceptual Mapping; Product Management Audit; Future of Product Management

Unit III: New Product – Categories of New Product; Adoption Process; Diffusion of Innovation; Stages in New Product Development; New Product Demand Forecasting Models; New Product Launch Strategies; New Product Success & Failures- Indian cases

Unit IV: Brand Management - Concept & Significance of Brands, Types of Brands; Strategic Brand Management Process & Branding Strategies; Financial and Social Value of Brands; Brand Equity- Components of Brand Equity, Brand Equity Models, Measurement of Brand Equity; Developing and Managing Brands; Brand Extension Strategies; Brand Personality; Brand Essence; Brand Identity-Brand Identity Prism

Unit V: Brand Elements; Sensory Branding; Emotional Branding, Brand Positioning- Brand Architecture, Brand Portfolio, Brand Communication; Brand Valuation Methods; Brand Revitalisation; Brand Audit; Global Brands; Successful Indian Brands

#### References

1. Kevin Lane Keller, Strategic Brand Management, Pearson Education, India.
2. K S Chandrasekar, Product Management-Text and cases, Himalaya
3. U.C. Mathur, Product management – Excel Books, New Delhi, India
4. Kapferer: Strategic Brand Management, Kogan Page, New Delhi, 2012
5. Subrato Sen Gupta: Brand Positioning, Tata McGraw Hill, Delhi 2004.
6. Y.L.R Moorthy.: Brand Management, Vikas Publication House, New Delhi. 2012
7. Donald Lehmann, Product Management, TMH, Publications, 2011

### MBA 3M6 - RURAL MARKETING

Objective: The course is designed to help the students to understand the marketing efforts for rural areas and to provide practicality and facilitate enhanced learning

Unit I: Introduction to Rural Marketing – Nature, Definition and Scope of Rural Marketing. Rural marketing environment: Socio-cultural factors, population, occupation, literacy level, land distribution & use, development programmes, infrastructure, communication media, credit availability, local requirements. Rural Market - Size & structure, Segmentation of Indian rural market, Rural and Urban Market: A Comparative Analysis, Infrastructure Facilities, Rural Credit Institutions, Rural Retail Outlets.

Unit II: Importance of Rural marketing research- Rural Marketing Research (Industrial, Consumer) - Research design, Reference frame, Research approach (with special reference to seeds, fertilizers, farm equipments, new techniques, agricultural output & other services.), Rural Consumer Behavior - Characteristics of Rural consumer. Creating and delivering value.

Unit III: Rural marketing Mix- Rural Marketing Mix Strategies - Rural Product Strategies and Brand Management – Marketing of agricultural produce, Rural Artisans' Products, Industrial products, Product Planning, New Product Development for Rural Markets, Brand Management

Rural Pricing Strategies – Rural Distribution Strategies- Rural Retail Channel Management, Public Distribution System, Co-operative Societies as channel, Agricultural agents, Agricultural input dealers.

Unit IV: Communication in Rural marketing- Rural Promotional Strategies - Challenges in Rural Communication, Target Audience. Mass Media, Non-Conventional Media, Personalized Media, Promotion through rural education, Rural Media - The importance of the two-step flow of communication Media Typology, Media innovation, Influence of Consumer Behavior on Communication strategies, Media Model, Media Innovation.

Unit V: Social Marketing influence and Future of Rural Marketing- Social Marketing - Corporate Social Responsibility and Rural Marketing. Role of government in Rural Marketing. Role of NGOs in Rural Marketing. The Future of Rural Marketing - Focused Marketing Strategies - Market Research, Consumer Finance, Rural Vertical, Retail and IT Models, Public-Private Partnership, E-Rural Marketing, Emerging Trends in Rural Marketing- Rural Innovation

References

1. Badi & Badi, Rural Marketing, Himalaya Publishing New Delhi.
2. Dogra, Ghuman, Rural Marketing, TATA McGraw-Hill.
3. Krishnamacharyulu C.G & Lalitha Ramakrishnan, Rural Marketing, Pearson Education.
4. Pradeep Kashyap, Rural marketing, Pearson.
5. Sanal Kumar Velaydhan, Rural marketing, Response.

## MBA 3M7 – SALES AND DISTRIBUTION MANAGEMENT

Objective: The purpose of this course is to acquaint the students with the concepts which are helpful in developing a sound sales and distribution policy and in organizing and managing sales force and marketing channels.

Unit I: Selling and Marketing concept – theories of selling, Classification of sales people – Characteristics of sales people – Personal selling: Selling Process- Prospecting: Steps – Preapproach: Objectives, Sources – The Approach: objectives, methods – The presentation: strategies, developing, situational selling – Handling objections: Attitude, strategy, Methods, Types of objections, Specific situations – Closing: tactics methods – follow up.

Unit II: Sales organization: Types sales potential – Determining the sales force profile – Product market analysis – Determining the sales force size – Territory management: Accounts and sales potential salesperson workload, designing territories, reasons and procedures and assigning to sales persons-routing –time management.

Unit III: Sales force management: Recruitment and Selection: Job analysis, Manpower Planning,

Job specification and Job description, sources of sales recruits, Problems in screening and selecting the applicants – Sales targets: Quantitative & Quantitative methods. Planning sales force training methods, content, and execution, training the dealer salespersons and evaluating the training programmes – Leadership and supervision – Compensation: Objectives, remuneration methods, incentives – Motivating the sales force – Sales meetings and Sales Contents.

Unit IV: Evaluation and control: Performance Appraisal – Sales budget – Sales Quotes – Systems approach – Sales Management audit – Sales analysis: sales related, cost related, activity related, activity related – Determinants of sales person performance.

Unit V: Distribution Objective/Strategy - Interface between Sales force and Channel, Channel Design, Implementing Channel Design, Managing the Channel Members, Channel Power and Conflict

Channel Evaluation ; Distribution planning, costs and control- Functions of intermediaries (wholesaler & retailers), Selection and motivation of intermediaries, Need, criterion and establishing objectives for intermediaries; Control issues- Major cost centers in distribution, Establishing standards for control, Controlling channel members and tools for control

References:

1. Cundiff, Still & Govoni : Sales Management – Decision, Strategies & Cases – PHI.
2. Johnson, Kurtz & Scheuing : Sales Management Concept, Practices & Cases – McGraw Hill.
3. Laucaster & Jobber : Selling & Sales Management - Macmillan (India).
4. Sales and Distribution Management by Tapan Panda and Sunil Sahadev. Latest edition, Oxford University Press
5. Sales & Distribution Management by Krishna K Harvadkar & Cavale, McGraw Hill

## Fourth Semester

### MBA 4M1 - INTERNATIONAL MARKETING

Objective: This course enables the students to get basic knowledge of international marketing and thereby help them to look at marketing from a global perspective.

Unit I: Introduction to international marketing - meaning, definition, nature, scope and importance of international marketing, scanning and monitoring of global marketing environment-physical, economic,socio-cultural,political and legal environments on international marketing, screening and selection of global market, international market entry strategies, factors influencing entry strategy, modes of entry, measures of import restriction and export promotion. International marketing control system, WTO, EXIM policy. Ecological concerns and international marketing ethics, forces restricting international marketing, challenges of international marketing.

Unit II: International marketing research and product policy - steps in international marketing research, international marketing planning, organizing, control-issues in international marketing research, international marketing organization system, international product mix-strategy, factors affecting product strategy, international marketing information system and data management.

Unit III: Market segmentation and positioning - developing global products, international product planning, major product and service decisions in international marketing, product standardization in international marketing, Segmentation and Positioning in International market, managing product line, international product life cycle, new product development in a global perspective.

Unit IV: Pricing and channel strategy - product and services –pricing for international markets, factors influencing international price discrimination; international pricing process and policies, delivery terms and currency for export price quotation-transfer pricing.

Unit V: Distribution and promotion in international marketing - international distribution decisions, distribution channel strategy –international distribution channels-roles and function, selection and management of overseas, agents,distribution,logistics,inventory management,

transportation, warehousing, insurance: international promotion strategy, marketing mix, IMC- global advertising, global personnel selling, global sales promotion and publicity

#### References

1. Keegen, Warren and Mark Green: Global Marketing, Prentice Hall of India, New Delhi.
2. Cateora, Philip R, and John L Graham: International Marketing, Tata McGraw Hill, New Delhi 2005.
3. U C Mathur, International Marketing: Text and Cases, Sage India
4. R, Sreenivasan, International Marketing, Prentice Hall India.

### MBA 4M2 - RETAIL MANAGEMENT

Objective: The objective of the course is to lay the foundation for an understanding of the various dimensions of Retail Management

Unit I: Introduction –Theories of retailing- management of service & quality in retailing, world Retail scenario- retailing in developing countries- Indian retail scenario and its future prospects, organised vs. unorganised retailing - Classification of retail stores- growth of retail formats –high street and malls- mall management

Unit II: Understanding the Retail Consumers – Store formats- store location-location analysis- store positioning- store design and visual merchandising-breakdown of retailing as a product- Role of private labels , Retail Pricing - Approaches, Influencing Factors, Price Sensitivity and Mark down Policy – EDLP

Unit III: Store operations management- SCM- supplier relations – logistics in retailing – merchandise buying and management- warehousing- inventory control- franchisee operations- international retailing-motives, reasons and typologies for international expansion

Unit IV: Retail promotions- Impact of Information Technology in Retailing - Integrated Systems and Networking, EDI, Bar Coding, RFID, Customer Database Management, Electronic Retailing - Role of Web, Online Retailing, Future Trends- CRM-retail finance- retail statutory obligations- consumerism & ethics in retailing-corporate social responsibility

Unit V: Retail human resource management- issues and challenges- recruitment, selection and training- specialised training- retail database marketing – impact of globalisation on retail management - future of retailing

## References

1. Michael Levy, Barton Weitz, Retail Management, McGraw Hill
2. Chetan Bajaj, Rajnish Arya, Nidhi Varma Srivatava, Retail Management, Oxford publishing, India
3. Barman, Evans & Mathur, Retail Management- A Strategic Approach, Pearson Publications
4. A Sivakumar, Retail marketing, Excel books
5. Gibson Vedamani, Retail marketing, Jayco.

## MBA 4M3 - STRATEGIC MARKETING MANAGEMENT

Objective: Being a capstone course of the Marketing specialisation, the key objective of this course is to help students sharpen their analytical abilities in integrating strategic marketing decisions in a comprehensive manner

Unit I: Introduction - Corporate Strategy & Marketing Strategy, Hierarchy of Strategies, Mission & Vision, Marketing orientation, The SBU concept. Considerations for formulation of marketing strategies for all components of Marketing Mix (Products & Services).

Unit II: An approach to strategy formulation – Marketing Research, Forecasting Contextual Possibilities – Trend Projection, Delphi Approach, Planning Scenarios, Analytical tools – Financial Models, Portfolio Models, Benchmarking & the PIMS Model. Michael Porter’s five-force competition model – Generic Strategies, Concept of Value Creation – Cost drivers & Uniqueness drivers, 4C’s of Strategy, SWOT Analysis, GAP Analysis – Competitive Analysis – Porter’s 5 forces Model of competition, BCG Matrix, GE 9 Cell Model as basic foundation of Strategic Marketing, McKinsey’s 7s framework for analyzing and improving organizational effectiveness.

Unit III: Marketing Strategy Implementation – Integration of Marketing Strategies and their application to different business sectors – FMCG, Industrial, & Services, Constraints in marketing strategy implementation, Relationships - with Suppliers, Customers, & Channels of Distribution, Offerings – Marketing Mix – Segmentation, Targeting & Positioning, Timing – Timing of Entry and Exit – Effect of Product Life Cycle on Strategy, Resources Deployment – Value-based Planning, Monitoring, Shareholder Value.

Unit IV: Specific strategy initiatives – New product development and introduction strategies, Planned or unplanned strategy withdrawals / obsolescence, Contingency / alternative strategic planning, Brand Strategies in FMCG markets, Rural and export marketing strategies, Marketing strategies for IT and ITES industries.

Unit V: Marketing Strategy Evaluation – Marketing Audits & their scope – Measurement of Marketing Performance and its feedback to next year's Marketing strategy formulation.

#### Recommended Readings

1. Marketing Management: Analysis, Planning & Control: - Phillip Kotler
2. Business Policy & Strategic Management – Azar Kazmi
3. Strategic Marketing-David W.Cravens ,Nigel f.Piercy
4. Marketing Strategy, TMH Ed. - Boyd Walker, Mullins Larrech

### MBA 4M4 - LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Objective: This course will equip the students with basic understanding of logistics and supply chain management and its application in business

Unit I: Logistics - The Logistics of Business- Logistical Value Proposition- importance of logistics management for whole-of-life costs control and capital procurement process-Supply Chain Synchronization- Principles, Participants of Transportation function, its Economics, Pricing, Documentation- concepts- Reverse logistics, Integrated Logistic Support (ILS), Computer-aided Acquisition and Life-Cycle Support (CALs)

Unit II: Supply Chain Management (SCM) - Concept of SCM- Components- Features- Strategic issues in SCM, The Supply Chain Metrics, SC drivers-Customer focus in SCM , Demand planning, Purchase Planning- Make or Buy decision- indigenous and global sourcing, Development and Management of suppliers- Cost management- Negotiating for purchasing and subcontracting- Purchase insurance.

Unit III: Manufacturing Scheduling and Strategic Warehousing - Manufacturing flow system- Work flow automation- Flexibility in manufacturing to achieve dynamic optimization, Material handling system design and decision, Strategic Warehousing- Warehousing Operations- Warehousing Ownership Arrangements- Warehouse Decisions.

Unit IV: Information Technology and SCM - Information System Functionality- Comprehensive Information System Integration- Communication Technology- Rationale for ERP Implementation- ERP System Design- Supply Chain Information System Design- Enterprise Facility Network- Warehouse requirements- Total Cost Integration- Formulating Logistical Strategy

Unit V: International Logistics and Supply Chain Management - Meaning and objectives, importance in global economy, Characteristics of global supply chains- Global Supply Chain Integration- Supply Chain Security- International Sourcing- Role of Government in controlling international trade and its impact on Logistics and Supply Chain.

#### References

1. Bowersox, Closs, Cooper, Supply Chain Logistics Management, McGraw Hill.
2. Donald J Bowersox, David J Closs, Logistical Management (The integrated Supply Chain Process), TMH
3. Sunil Chopra, Peter Meindl, Supply Chain Management (Strategy, Planning and Operation), Pearson Education, India.
4. Burt, Dobbler, Starling, World Class Supply Management, TMH

### MBA 4M5 - DIGITAL MARKETING

Objective: The main objective of the course is to help students understand digital marketing methods, from a variety of perspectives—as analysts, consumers, and entrepreneurs and will cover basic marketing and statistical concepts and provide an introduction to different online marketing tools.

Unit I: Principles and Drivers of New Marketing Environment – Web 2.0- Digital Media Industry - Reaching Audience Through Digital Channels- Traditional and Digital Marketing - Introduction to Online Marketing Environment - Dotcom Evolution - Internet Relationships - Business in Modern Economy - Integrating E-Business to an Existing Business Model - Online Marketing Mix – SoLoMo (Social-Local-Mobile)- Social Media Sites & Monetisation- Careers in Social Media Marketing, Online content development & key word optimisation.

Unit II: Purchase Behavior of Consumers in Digital Marketing Format - Online Customer Expectations - Online B2C Buying Process - Online B2B Buying Behavior –Social Media

Marketing Segments- Forms of Search Engines – Working of Search Engines - Revenue Models in Search Engine Positioning – SEO - Display Advertising – Trends, Web Analytics.

Unit III: Product Attributes and Web Marketing Implications - Augmented Product Concept - Customizing the Offering - Dimensions of Branding Online - Internet Pricing Influences - Price and Customer Value - Online Pricing Strategies and Tactics – Time-based Online Pricing - Personalized Pricing - Bundle Pricing- Internet Enabled Retailing - Turning Experience Goods into Search Goods

Unit IV: Personalization through Mass Customization - Choice Assistance - Personalized Messaging - Selling through Online Intermediaries - Direct to Customer Interaction - Online Channel Design for B2C and B2B Marketing- Integrating Online Communication into IMC Process - Online Advertising – Email Marketing - Viral Marketing - Affiliate Marketing - Participatory Communication Networks - Social Media Communities - Consumer Engagement - Co-Created Content Management-Interactive Digital Networks - Customer Led Marketing Campaigns-

Unit V: Role of Social Media- Social Community (Facebook, LinkedIn, Twitter etc.)- Social Publishing (Blog, Tumblr, Instagram, Pinterest, Wikipedia, Stumble Upon etc.)- Social Entertainment (YouTube, MySpace, Flickr etc.)- Social Commerce (Trip Advisor, 4 Squares, Banjo etc.)Social Media Measurement & Metrics- Data Mining and Social Media- Role of Social Media in Marketing Research- Big Data and Social Media- Crowd Sourcing- Legal and Ethical aspects related to Digital Marketing.

#### References

- a. Smith P R Chaffey Dave, E-Marketing Excellence: The Heart of E-Business, Butterworth Heinemann, USA
- b. Strauss Judy, E-Marketing, Prentice Hall, India
- c. Easley D. Kleinberg J., “Networks, Crowds, and Markets – Reasoning about a Highly Connected World”, Cambridge University Press.
- d. Matthew A. Russell, “Mining the Social Web: Analyzing Data from Facebook, Twitter, LinkedIn and other social media sites”, O'Reilly Media
- e. Gavin Bell (Author), “Building Social Web Applications: Establishing Community at the Heart of Your Site”, O'Reilly Media

## Operations Management Third Semester

### MBA 3OM1 - SUPPLY CHAIN AND LOGISTICS MANAGEMENT

Objective: This course will equip the students with basic understanding of logistics and supply chain management and its application in business

Unit I: Logistics - The Logistics of Business- Logistical Value Proposition- importance of logistics management for whole-of-life costs control and capital procurement process-Supply Chain Synchronization- Principles, Participants of Transportation function, its Economics, Pricing, Documentation- concepts- Reverse logistics, Integrated Logistic Support (ILS), Computer-aided Acquisition and Life-Cycle Support (CALs)

Unit II: Supply Chain Management (SCM) - Concept of SCM- Components- Features- Strategic issues in SCM, The Supply Chain Metrics, SC drivers-Customer focus in SCM , Demand planning, Purchase Planning- Make or Buy decision- indigenous and global sourcing, Development and Management of suppliers- Cost management- Negotiating for purchasing and subcontracting- Purchase insurance.

Unit III: Manufacturing Scheduling and Strategic Warehousing - Manufacturing flow system- Work flow automation- Flexibility in manufacturing to achieve dynamic optimization, Material handling system design and decision, Strategic Warehousing- Warehousing Operations- Warehousing Ownership Arrangements- Warehouse Decisions.

Unit IV: Information Technology and SCM - Information System Functionality- Comprehensive Information System Integration- Communication Technology- Rationale for ERP Implementation- ERP System Design- Supply Chain Information System Design- Enterprise Facility Network- Warehouse requirements- Total Cost Integration- Formulating Logistical Strategy

Unit V: International Logistics and Supply Chain Management - Meaning and objectives, importance in global economy, Characteristics of global supply chains- Global Supply Chain Integration- Supply Chain Security- International Sourcing- Role of Government in controlling international trade and its impact on Logistics and Supply Chain.

## References

1. Bowersox, Closs, Cooper, Supply Chain Logistics Management, McGraw Hill.
2. Donald J Bowersox, David J Closs, Logistical Management (The integrated Supply Chain Process), TMH
3. Sunil Chopra, Peter Meindl, Supply Chain Management (Strategy, Planning and Operation), Pearson Education, India.
4. Burt, Dobbler, Starling, World Class Supply Management, TMH.

## MBA 3OM2 – SIX SIGMA AND TQM

Objectives: To understand the frame work and importance of Total quality Management, the concept of zero defect in the operational phase and to have the better understanding in the concept of six sigma methodology and application of advanced Statistical tools for process improvement

Unit I: Introduction on Total Quality Management, TQM evolution, Concept of Cost of Quality ,TQM strategies, Customer satisfaction, Employees participation, Tools in TQM-Bench Marking, Quality function deployment, Failure mode Effect Analysis, concept of Continuous Process Improvement Overview on ISO 9000 standards and clauses, Importance of TQM in Indian context, successful implementation of TQM in

Unit II: Statistical Process Control-Importance of SPC, Concept of Normal Distribution, Process Control, briefing and problem solving with 7 QC tools-C&E diagram, process flow Chart, Check Sheet ,Scatter Diagram, Pareto Chart, Histogram, Control Chart, Calculation of Acceptance Quality level(AQL), Process Control & process Capability calculation(Cp&Cpk), Causes of Process Variability, Estimation on Rejection Percentage, Concept of Seven Advanced QC Tools- Affinity Diagram, Relational Ship Diagram, Tree Diagram, Matrix Diagram, Process decision Programme Chart, Activity Net Work Diagram, Prioritisation Matrix

Unit III: Six Sigma-Origin, Basic concepts, Goals of six Sigma, Concept of root cause Analysis, need for six sigma, levels of sigma, Role of Six Sigma green belts, Black belts, Master black belts, Champions in Six sigma implementation ,cost of quality at various levels of sigma, Competitive level- concept of world class, Six Sigma Methodology-DMAIC Approach, SIPOC

concept, Voice of Customer, Calculation of DPMO and sigma, concept of sigma rating, Six sigma in Service sector-Successful implementation of six sigma in global companies such as Motorola, GE,Bosch and in service sector- case study on Mumbai Dabbawalas

Unit IV: Six Sigma Improvement Methodologies-Problem Solving Concept, Selection of Improvement projects, Six Sigma Process Models, Shainin Design of Experiments, Taguchi Approach, Applications of DOE, Define phase, Measure and Improve Phase-Phenomenon, Detailing and illustration on DOE tools for problem Solving with examples-Paired Comparison, Product/Process Search, Component Search, Modified Component Search,Multivariate Analysis, Variable Search, Criteria for identifying the cause and root cause

Unit V: Six Sigma-Improve, Control Phase-root cause validation-Better Vs. Current Estimation approach-Tools used in Improve &Control Phase, Precontrol Charts for on line monitoring of process ,Variation Analysis, Steps in Variation Analysis,Sampling Analysis-Introduction to Process Optimization-Stages in Process optimization-Planning, Analysis, Improvement, control-Factorial Analysis, Construction of Math model for process optimization, Concept of Optimal Solution

#### References

1. ArthiVenkataraman(2000) Journey Towards Zerodefects: Challenges,Best Practices And Testing Models(Wipro) ,Bangalore
2. Crosby, Philip B(1979) "Quality Is Free" ,Newyork,Mcgraw-Hill Books, Fourth Edition
3. Total QualityManagement-SubburajRamaSwamy-TataMcgraw Hill-NewDelhi,
4. Dr. S. Ramachandran (2010), "Towards Zero Defects",Chennai, Management Consultant, Management Study Centre
5. Joseph A. De Feo, William Barnard(2010), "Juran Institute's Six Sigma Breakthrough And Beyond: Quality Performance Breakthrough Methods.",Newyork, Mcgraw Hill Books
6. Juran, Joseph M., Ed. (1995), A History Of Managing For Quality: The Evolution, Trends, And Future Directions Of Managing For Quality, Milwaukee, Wisconsin
7. N.S.Gupta, B. Velamathi(2007), "Total Quality Management", McGraw Hill Publications, Second Edition

## MBA 3OM3 – HEALTHCARE MANAGEMENT

Objective: To establish and sustain global competitiveness in healthcare services

Unit I: Introduction - Types of Hospitals- Government – Private – Corporate and public - Functional areas in hospital services management – Difference types of hospital services – Human capital in hospitals- Characteristics features of hospital services- Principles of hospital planning and execution

Unit II: Managing Front Office - Front office activities like Admission and discharge procedures -Administration of outpatient and inpatient admissions –Emergency services

Unit III: Records Management - Types of medical records and significance – Automated hospital services management solution – Maintenance of Medical statistics – Materials records – Creation and management of patient records and personnel records electronically as in EHR– Discharge records – Legal and other operational records.

Unit IV: Laboratory Services and Housekeeping - Classification of labs- Need for managing laboratories-, functions and management of laboratories – Accreditation like NABL, ISO of laboratory procedure and process – Case studies. Sanitation of hospital environment- Basic and special cleaning –Odour control Waste disposal –Safety – Pest control- Interior decoration – outsourcing hospital house keeping services

Unit V: Location Planning and Layout of Hospital Systems - Location decision and layout decision of hospitals-designing for low energy consumption- Department allocation criteria in the building for improved productivity- Designing buildings for easy scaling up of operations- Automated patient handling and equipment handling systems-e-alert systems with e-checkin and e-checkout facility

### References

1. G.D.Kunders Designing for Total Quality in Healthcare Prism Books Pvt.Ltd, Bangalore.
2. Goel, S.L and Kumar 2004. Hospital supportive services Deep and Deep Publications, New Delhi.
3. NHS Guide to good Practices in Hospital Administration National Health Services, London.
4. Syed Amin Tabish Hospital and Health Services Administration Jaypee Brothers Medical Publishers, New Delhi.

## MBA 3OM4 - SERVICES OPERATIONS MANAGEMENT

Objective: To help understand how service performance can be improved by studying services operations management.

Unit I: Introduction - Services – Importance, role in economy service sector – growth; Nature of services - Services – Manufacturing Continuum, Service classification , Service Package, distinctive characteristics , open-systems view; Service Strategy, Strategic service vision, competitive environment, Changing paradigms in Competitiveness of services, generic strategies, winning customers; Role of information technology; stages in service firm competitiveness; Internet strategies – Environmental strategies, Global trends in Services Sector.

Unit II: Managing Capacity and Demand - Managing Demand – strategies; Managing capacity – basic strategies, supply management tactics, operations planning and control; Yield management; Inventory Management in Services– Retail Discounting Model, Newsvendor Model; Managing Waiting Lines –Queuing systems, psychology of waiting; Managing for growth- expansion strategies, franchising , globalization.

Unit III: Service Design - New Service Development – Design elements – Service Blue-printing - process structure – generic approaches –Value to customer; Retail design strategies – store size – Network configuration ; Managing Service Experience –experience economy, key dimensions ; Vehicle Routing and Scheduling.

Unit IV: Service Quality - Service Quality- Dimensions, Service Quality Gap Model; Measuring Service Quality –SERVQUAL, Walk-through Audit; Quality service by design - Service Recovery - Service Guarantees; Service Encounter – triad, creating service orientation, service profit chain; Front-office Back-office Interface – service decoupling.

Unit V: Service Facility - Servicescapes – behaviour - environmental dimensions – framework; Facility design – nature, objectives, process analysis – process flow diagram, process steps, simulation; Service facility layout; Service Facility Location – considerations, facility location techniques – metropolitan metric, Euclidean, centre of gravity, retail outlet location , location set covering problem

## References

1. James A. Fitzsimmons, "Service Management – Operations, Strategy, Information Technology", Tata McGraw-Hill
2. Richard Metters, Kathryn King-Metters, Madeleine Pullman, Steve Walton "Successful Service Operations Management", South-Western, Cengage Learning, 2nd Edition
3. Cengiz Haksever, Barry Render, Roberta S. Russell, Robert G. Murdick, "Service Management and Operations, Pearson Education – Second Edition.
2. Robert Johnston, Graham Clark, "Service Operations Management", Pearson Education.
3. Bill Hollins and Sadie Shinkins, "Managing Service Operations", Sage Publications.
4. J.Nevan Wright and Peter Race, "The management of service operations", Thomson Publications

## MBA 30M5- FACILITIES AND LOCATIONS MANAGEMENT

Objective: To develop an understanding of the principles of facilities location and layout design, and material handling systems. The course will try to provide a balanced exposure to available methodologies in facilities location, layout, and materials handling with a practical emphasis on issues that are difficult to capture on quantitative models but are important to consider

Unit I: Basics of Facilities Location Selection – basic concepts, importance of site selection for facilities, factors affecting site selection - objective and subjective factors, considerations in site selection, different types of facilities layout – product, process, combination, fixed, and cellular layouts – comparison of layouts and the factors affecting the layout decisions

Unit II: Location Selection Schemes and Layout Schemes – methods to select location for single facility problems and multiple facility problems - tools to analyse the flow requirements in a facility, systematic layout planning – examples, assembly lines, line balancing methods

Unit III: Design of Auxiliary Service Spaces – receiving and shipping, storage, aisles, warehousing and employee services – office layout techniques and space requirements, environmental aspects like lighting, ventilation, dust control, humidity - different types of plant services like steam, compressed air etc.

Unit IV: Materials Handling System and Equipment – principles, materials handling in plants, stores, and warehouses, receiving and dispatch area – choice of material handling equipment –

cost control in material handling - automatic guided vehicles – basic concept, design and operational control of an AVG system

Unit V: Elements of Industrial Safety – health hazards and health standards, NIOSH guidelines and health standards - accidents – causes and prevention of accidents, safety measures and standards, fire and fire fighting equipment, heat stress and prevention, pollution and environmental considerations, occupational safety and health norms

#### References

1. Facilities Planning, Tompkins and White, 4th ed, Wiley, 2013
2. Facility Layout and Location: An Analytical Approach, 2nd ed, Francis McGinnis, and White, Prentice Hall, Englewood Cliffs, New Jersey, 1992
3. Manufacturing Facilities Design and Materials Handling, 2nd ed, Mathew P. Stephens, Fred E. Meyers, Purdue University Press 2013
4. Plant Layout and Materials Handling, 2nd ed, S. C. Sharma, Khanna Publishers
5. Plant Layout and Materials Handling – James A. Apple, e-book

### MBA 30M6 - ADVANCED PROJECT MANAGEMENT

Objective: To apply project management principles in business situations in order to optimize resource utilization and time optimisation.

Unit I : Project and Project Management - Concept of a project, categories of project, project development cycle. Project Management – Definition –Goal - Lifecycles. Project Selection Methods. Project Portfolio, Project Formulation-Project Manager – Roles- Responsibilities and Selection – Project Teams.

Unit II: Project Organisation and Conflict Management - Formal Organisation Structure – Organisation Design – Types of project organizations. Conflict Origin & Consequences. Managing conflict – Team methods for resolving conflict.

Unit III: Planning and Budgeting - The Planning Process – Project identification, Project formulation and preparation : Market and demand estimation technical factors-Material inputs, technology, production, plant capacity, location and site, civil works, charts, layouts, work schedule– Role of Multidisciplinary teams.

Project appraisal: Technical ,Economic, Financial, Legal and Social appraisal of the Industrial Projects, Problems arising due to rate of discount,wage–rate, exchange rates, treatment of taxes, social cost-benefits, treatment of risk and uncertainty, sensitivity analysis - Project Budgeting Methods - Cost Estimating and Improvement - Budget uncertainty and risk management - Application of Project Management software

Unit IV: Scheduling and Resource Allocation - PERT & CPM Networks - Crashing – Project Uncertainty and Risk Management – Simulation –

Gantt Charts – Expediting a project – Resource loading and leveling. Allocating scarce resources – Goldratt’s Critical Chain.

Unit V: Control and Completion - The Plan-Monitor-Control cycle – Data Collecting and reporting – Project Control – Designing the control system. Project Evaluation, Auditing and Termination.

#### References

1. Clifford Gray and Erik Larson, “Project Management”, Tata McGraw Hill Edition.
2. John M. Nicholas, “Project Management for Business and Technology - Principles and Practice”
3. Gido and Clements, “Successful Project Management”, Thomson Learning.
4. Harvey Maylor, Project Management, Third Edition, Pearson Education.
5. Chandra Prasanna - Project : Preparation ,Appraisal, Budgeting and Implementation. Tata Mc Graw Hill
6. Mohsin M. - Project Planning and Control ,Vikas.
7. Goyal BB – Project Management : A Development Perspective ,Deep & Deep

### MBA 3OM7 - ADVANCED MAINTENANCE MANAGEMENT

Objective: Understand how to reduce costs and down time of machines by applying proper maintenance management tools and techniques.

Unit I: Maintenance Concepts - Objectives and functions of Maintenance – Preventive, Breakdown - Predictive Maintenance Strategies – Five Zero Concept - Organisation for Maintenance

Unit II: Time to Failure Analysis - Bath Tub Curve MTBF, MTTF, Useful Life – Survival Curves – Failure Time distributions (Poisson, Exponential, and Normal) - Repair Time Distribution – Maintainability Prediction – Design for Maintainability – Availability.

Unit III: Replacement Decision - Overhaul and repair – meaning and difference – Optimal overhaul – Repair policies for equipment subject to break down – Group replacement. Optimal interval between preventive replacement of equipment subject to break down

Unit IV: Maintenance Policies - Fixed Time Maintenance – Condition based Maintenance Operate to failure – Opportunity Maintenance – Design out maintenance – Total Productive Maintenance

Unit V: Recent Techniques - Reliability Centered Maintenance (RCM) – Philosophy and implementation – Signature Analysis – CMMS – Concept of Terotechnology – Reengineering Maintenance process.

#### References

1. Mishra RC and Pathak K, Maintenance Engineering and Management, PHI, 2005.
2. Sushil Kumar Srivatsava, Industrial Maintenance Management, S Chand and Company, 2005.
3. Jardine AK, Maintenance, Replacement and Reliability, Pitman Publishing.
4. Kelly and Harris MJ, Management of Industrial Maintenance, Butterworth and Company Limited.

### Fourth Semester

#### MBA 4OM1 – BUSINESS PROCESS REENGINEERING

Objective: To bring radical change for dramatic improvements in measures of business performance like cost, quality, service, and speed.

Unit I: Definition of Business Processes-Process redesign- Business process reengineering- Business Reengineering-Business Process Management-Business Process Redesign-origin of BPR-need-benefits-golden principles-Difference between BPR and other Management techniques like TQM, JIT Six Sigma etc

Unit II: Relation between BPR and IT-New Industrial Engineering-Enablers of BPR-Role of technology in reengineering-agile-lean-collaborative manufacturing-collaborative e-commerce-Steps BPR implementation-tools that support BPR

Unit III: Identification of current business processes – Establishing the scope of the process – Mapping project – Mapping and analyzing the process. Process creation: Creating the ideal process – Testing the new process – Implementing the new process. Evaluation-Evaluating the improvement (criteria) of measurements- hurdles foreseen in - Designing and implementing meaningful measures.

Unit IV: Big R Small-r reengineering-Role of BPR in ERP implementations-Business Process Visualization-simulation-prototyping-transition and change management for the new process implementation-Role of training in change-BPR is not downsizing-Business Process audit

Unit V: Future of BPR- Reengineering knowledge work-participative reengineering instead of top down approach-Rapid reengineering using tools that evolve-Reengineering for value and growth-BPR to BPM evolution- BPM framework-Process Centric Organization-Case studies.

#### References

1. Sethi and King Organizational Transformation through Reengineering, Pearson
2. Radhakrishnan, Balasubramanian Business Process Reengineering, PHI
3. Jayaraman, Ganesh Natarajan, Rangaramanujan, Business Process Reengineering, Tata McGraw Hill
4. John Jeston & Johan Nelis, Business Process Management: Practical Guidelines for successful implementation, Elsevier

### MBA 4OM2 – WORLD CLASS MANUFACTURING

Objectives: The objective of this course is to acquaint the students about the international developments in the area of manufacturing, and the systems, tools and techniques required for achieving competitive edge through world -class manufacturing.

Unit I: Introduction to World-Class Manufacturing - Introduction, product development process, process mapping, Information Age and its impacts, Competition , advances in manufacturing technology.

Unit II: Just-in-Time - JIT – total quality strategies for manufacturing success and WCM model, MRP and MRP II, developments, gaining competitive edge , advantages and implementation issues.

Unit III: Advances in Manufacturing - Technological innovation in manufacturing, computer integrated manufacturing , flexible manufacturing systems, group technology and cellular manufacturing.

Unit IV: Factory of the future automated systems - Human factors in automated systems, optimized production technology, Modelling, optimizing and simulation of manufacturing systems

Unit V: World Class Manufacturing - International Scenario and Indian Scenario, manufacturing innovations, quick response manufacturing, agile manufacturing, lean manufacturing, rapid prototyping, concurrent engineering

#### References

1. World Class Manufacturing: The Next Decade: Building Power, Strength, and Value, Richard J. Schonberger, Free Press
2. World Class Manufacturing Casebook : Implementing JIT and TQC, Richard J. Schonberger, Simon & Schuster

### **MBA 40M3 - TECHNOLOGY MANAGEMENT AND EXCELLENCE**

Objectives: This course will introduce the concept of technology management, nuances and issues in technology management and the decision making related to technology management. This subject will also help acquaint the students with the role of technology & innovation in global industrial competition.

Unit I: Technology management Concepts - Scope, components, and overview. Technology and environment, Technology and society, Technology Impact analysis, environmental, social, legal, political aspects, methods or techniques for analysis - steps involved. Technology policy strategy: Science and technology Policy of India, implications to industry.

Unit II: Technology forecasting and Selection - Forecasting need, methodology and methods - trend Analysis, Analogy, Delphi, Soft System Methodology, Mathematical Models, Simulation, and System Dynamics. Technology Choice and Evaluation :Methods of analyzing alternate

technologies, Techno-economic feasibility studies, Need for multi-criteria considerations such as, social, environmental, and political, Analytic hierarchy method, Fuzzy multi-criteria decision making, and other methods.

Unit III: Technology Transfer and Acquisition - Import regulations, Implications of "Uruguay Round", and WTO, Bargaining process, Transfer option, MOU -Technology Adoption and Productivity, Organizational redesign and re-engineering, Technology productivity. Technology Absorption and Innovation: present status in India, Need for new outlook, Absorption strategies for acquired technology, Creating new/improved technologies, Innovations- Technology Audit.

Unit IV: Technological Excellence - Technology and its importance in global manufacturing, Manufacturing innovations: Productivity & Incremental Innovation. Crucial issues of Flexible Technology- Strategic Evaluation of Technological Investments-Technology Development

Unit V: Product Development Cycle - Integration of Design & Manufacturing- Management of Technological Innovation-Technology Fusion & the new R&D Core competencies in Technology and its Commercialization, Building Organization Culture, Cooperation between Government and Industry, Coping with continuous change, The structure of the Japanese Innovation System

#### References

1. P N Rastogi, Management Of Technology And Innovation : Competing Through Technological Excellence 2nd Edition, Response Books
2. Alan L. Porter, Scott W. Cunningham, Jerry Banks, A. Thomas Roper, Thomas W. Mason, Frederick A. Rossini, Forecasting and Management of Technology, 2nd Edition, Wiley
3. Urdhwarashe, Six Sigma for Business Excellence : Approach Tools and Applications, Pearson Education.
4. Carl M. Chang, C. M. Chang, Achieving Service Excellence: Maximizing Enterprise Performance Through Innovation and Technology  
Business Expert Press
5. Frankel Ernst G. Professor, In Pursuit of Technological Excellence: Engineering Leadership, Technological Change, and Economic Development, Praeger Frederick A

## MBA 4OM4 – STRATEGIC OPERATIONS MANAGEMENT

Objectives: To evaluate the strategic purpose of supply chain management and its relationship with tactical and operational decisions, To understand and analyse the challenges facing various industries in design and long-term planning of complex supply chains, To develop and apply a range of quantitative techniques for effective supply chain performance analysis and identify and evaluate emerging initiatives for strategic supply chain management.

Unit I: Introduction-Decision making at the strategic, tactical and operational supply chain management. Total Quality Management and Business Process Reengineering

Unit II: Processes-Integrated supply chain planning and optimisation. Process Choice & Strategy in Manufacturing & Services

Unit III: Service Operations-Services Operations – concepts and definitions. Facilities planning and Layout design. Strategic sourcing and supplier management

Unit IV: Advances in Supply Chain Practices-Introduction to Materials & Inventory Control; MRP; MRPII Just-in-Time, Lean supply chain practices

Unit V: Sustainability and Competence-Sustainable supply chain management, and Supply chain uncertainty. Scheduling & Capacity Management. International operations, core competency.

### References:

1. Simchi-Levi, D., Kaminsky, P., and Simchi-Levi E. (2008) Designing and Managing the Supply Chain, 3rd ed. McGraw Hill.
2. Brown, S., Lamming, R., Bessant, J. and Jones, P. (2012) Strategic Operations Management, 3<sup>rd</sup> edition, Routledge
3. Chopra, S. and Meindl, P. (2012) Supply Chain Management : Strategy, Planning and Operation, 5th ed. Pearson Edn.
4. Jacobs, F.R. and Chase R. (2012) Operations and Supply Chain Management: The Core, 3rd ed, McGraw Hill.
5. Coyle, J.J., Langley, C.J., Novack, R.A. and Gibson, B.J. (2013) Supply Chain Management: A Logistics Perspective, 9th ed, South-Western, Cengage Learning.
6. Sodhi, M.S. and Tang, C.S. (2012) Managing Supply Chain Risk, Springer
7. Donald J. Bowersox, David J. Closs, M. Bixby Cooper, Supply Chain Logistics Management, McGraw-Hill publications

## MBA 4OM5 - INNOVATION MANAGEMENT AND NEW PRODUCT DEVELOPMENT

Objective: To make innovation a way of life in the minds of business graduates

Unit I: Innovation function - Introduction – Innovation – definition - types of innovation - models of innovation - framework for management of innovation - difference between innovation and invention.

Unit II: Innovation theories - Innovation diffusion theories - Pearson's uncertainty map - organizational characteristics that facilitate innovation -organizational structures and innovation - trademarks, copyrights, patents and their use in innovation management - remedy against infringement.

Unit III: Strategic alliances - Technology trajectories- knowledgebase of an organization - degree of innovativeness - linking between innovation strategy and business strategy - strategic alliances for knowledge sharing.

Unit IV: New product development and testing - Differentiation between products and services - types of services - new service development models - techniques used in consumer testing of new products - models for new product development.

Unit V: R&D technology transfer aspects - Organization structures for new product development - evaluating R&D projects - strategic pressures on R&D -models of technology transfer

### References

1. Paul Trott, Innovation Management and New Product Development, Pearson
2. Michael Z Brooke & William Ronald Mills, New Product Development: Innovation in the Market Place, Jaico Books

# Financial Management

## Third Semester

### MBA 3F1 - FINANCIAL MARKETS AND SERVICES

#### Objectives:

- To understand structure, scope and role of Indian financial system.
- To familiarize the operational and regulatory framework of Indian Financial System

Unit I: Indian Financial System - Structure of a Financial System – Financial Markets- Financial Instruments -Financial Institutions, Intermediaries, Financial services, - Financial Regulatory Authorities

Unit II: Financial Markets - Money market-Organized and Unorganized- Sub markets-Capital market- Primary market-IPO-FPO- NFO-Book Building-Right Issue-Private placement- Bonus issue-Buy-back-Secondary market-Stock exchanges- Role and functions of Stock Exchanges- BSE-NSE.

Unit III: Financial Instruments - Money market instruments- Call money markets- Treasury bills- Repurchase agreements- Bankers acceptance-Commercial paper- Certificate of deposits- Commercial bill market-Capital market instruments- Shares- debentures- Bonds

Unit IV: Financial Institutions - Developmental banks-Commercial Banks- Public sector banks- Private sector banks- New Generation banks- EXIM banks-Insurance companies- NBFCs

Unit V: Financial services and Financial Regulatory Authorities - Financial service industry- Emergence and developments- Fund based services- Merchant banking- Non-fund based services- Leasing and hire purchasing- Bill discounting and Factoring-Forfaiting- Securitization- Mutual Funds-Venture capital funds- Depository participants-Credit Rating-Consumer Finance- Credit and Debit cards-Insurance Products- Financial Sector Reforms- RBI and SEBI Guide lines to Financial Markets and Services.

#### References:

1. Khan, M.Y. Financial Services, Tata Mc Graw Hill, 2010
2. Punithavathy Pandian, Financial Services and Markets, Vikas PH, 2009.
3. Machiraju, HR, Indian Financial system, Vikas PH, 2010.
4. Kothari and Rajesh, Financial services in India: Concept and Application, Sage, New Delhi, 2010.

5. Gordon, E & Natarajan, K. Financial Markets & Services, Himalaya PH, 2011.
6. Rajesh Kothari, Financial Services in India, Sage Publication, 2010.

## MBA 3F2 - PROJECT FINANCE

Objective: The basic purpose of this course is to understand the framework for evaluating capital expenditure proposals, their planning and management in the review of the projects undertaken.

Unit I Introduction to projects: project report, content of Project reports, steps involved in a preparation Project Reports. Viability studies - Commercial Feasibility, Economic and Financial viability, consultancy services, financing agencies. Commercial Banks, Development banks, State Financial Corporation in Refinance scheme for project finance.

Unit II Appraisal of Project - Commercial appraisal, Technical appraisal, Financial appraisal, Economic appraisal. Appraisal for term loan and Working Capital, steps involved in appraisal, RBI guidelines on term loan, working capital financing, Tandon, Chore Marathe committee recommendations, Credit monitoring arrangement, financing of SME Units. Traditional method and Nayak Committee recommendations - preparations of appraisal report.

Unit III Cost and Means of finance-Cost of Project, Means of Finance-Share capital - Debt Capital - Finance Leverage - Capital Budgeting Decisions - Term Loans -Non fund based credits - deferred payment guarantees, Bills, Co-acceptance facilities, RBI guidelines in DPGS and BCF - lines of credit - working capital finance, structure - cash credit, overdraft, Bill finance –Factoring – Forfeiting - Expert pre-shipment and post shipment.

Unit IV Appraisal for leasing projects-Lease Evaluation - Appraisal for Hire purchase facility - Appraisal for venture capital - Appraisal of international projects - International CAPM. Loan syndication, Consortium finance, Club facilities, Project Exports.

Unit V Industrial sickness and Rehabilitation, Definition of Industrial Sickness - Identification of Sickness, causes of sickness - rehabilitation programmes - Sick Industries Companies Act (SICA), BIFR, RBI guidelines. Financing of sick

industries - Recovery proceedings. Liquidation Debt Recovery Tribunals, out of court settlements.

References:

1. Projects, planning, Analysis, Selection, Implementation and Review, Prasanna Chandra Fourth Edition MC Graw Hill Publishing co.
2. Financial Management Theory & Practical, Prasanna Chandra ,Tata MC Graw Hill.
3. Project Finance HR Machiraju , Vikas publishing House, New Delhi.
4. Project Reports and Appraisals, HPS Pahwa, Bharat Law House.

### MBA 3F3 STRATEGIC FINANCIAL MANAGEMENT

Objective: The objective of this course is to expose the students to advanced concepts of financial management and the application of the same in developing financial strategies for organizations

Unit I: Introduction to Strategic Financial Management - An overview of SFM – meaning – definition – characteristics – scope and importance – success factors – constraints - strategic planning process – components – benefits - balancing financial goals and sustainable growth – corporate valuation methods - project planning – preparation of project report

Unit II: Corporate Restructuring – meaning – purpose - types of corporate restructurings- expansion strategies - takeovers – joint ventures – franchises - business alliances - divestment strategies – liquidation – buyback of shares – leveraged buyouts - constraints to restructuring

Unit III: Mergers and Acquisitions – meaning – purpose – types – process – payment options – evaluation of merger proposals - determination of swap ratios - reverse mergers – forms of acquisition – – identification of target organization and its valuation - motivations for corporate takeovers –benefits, cost and tax considerations - hostile takeovers – cross border takeovers – constraints to takeovers

Unit IV: Managing Financial Risk – meaning - types of corporate risk – investment decisions under risk - risk management tools and practices - derivative instruments in hedging risk

Unit V: Financing Strategy – fund raising instruments – international sources of finance - corporate governance and ethical business strategy

## References

1. Rajni Sofat & Preeti Hiro, Strategic Financial Management, Prentice Hall of India, New Delhi
2. Girish P. Jakhotiya, Strategic Financial Management, Vikas Publishing House, New Delhi
3. Pandey I. M. Financial Management, Vikas Publishing House, New Delhi
4. Prasanna Chandra, Financial Management, Tata McGraw Hill, New Delhi
5. Sudarsanm P. S., The Essence of Mergers and Acquisitions, Prentice Hall of India, New Delhi

## MBA 3F4 – INTERNATIONAL FINANCE

Objective: The objective of this course is to provide the students an overall view of the international financial system and how multinational corporations operate.

Unit I Fundamentals of foreign exchange - need for foreign exchange - definitions - international trade and foreign exchange - gains from international trade - international finance - gains from international capital flow - globalization of markets.

Unit II Exchange rate mechanism - types of exchange rates- factors affecting exchange rates and forward rates - types of quotation - rules for quoting exchange rate regime in India - evolution, development and present status - theories of exchange rate determination - exchange rate forecasting.

Unit III International Monetary System - Gold Standard - Bretton Wood System and Subsequent International Monetary Developments - Floating Rate Regime - Role and Functions of International Monetary Fund and World Bank - European Monetary system and Euro Balance of Payment - India's Balance of Payment position - Elements of open Economy. Capital and Current Account Convertibility - Fundamental parity relations - purchasing power parity covered and uncovered - Interest Rate parity - International Fisher Effect.

Unit IV International Financial Markets - Segments, Participants and Dealing Procedures - Classification of Markets - Borrowing and Investing in International Financial Markets. Instruments and Institutions - Foreign Exchange Market in India - Evolution and Development - Major Centres - Classification - Interbank and

Customer Markets - Regulatory and Supervisory Framework - Role of RBI and FEDAI - FEMA and Exchange Control Regulations.

Unit V Foreign Exchange Risk Management - Defining and Measuring Risk and Exposure - Types of Exposures - Accounting of Foreign Exchange Transactions - Hedging, arbitrage and Cover Operations - Hedging with Foreign Exchange Contracts - Booking, Early Delivery, Extension and Cancellation of Forward Contracts - Inter Bank Dealings - Swaps and Cover Operations - Forex and Money Market Operations - Currency and Funds Position - Foreign Exchange Dealings and Risk Management - Risk Control and Risk Management System - Hedging with Derivatives - FRAs Swaps Futures and Options.

Suggested Readings:

1. International Financial Management, Kevin, Prentice Hall.
2. International Finance, Avdhani V.A. : Himalaya Publishing House.
3. International Finance, Maurice D. Levi : McGraw Hill International.
4. International Finance, Keith Pilbeam : Macmillan.
5. International Financial Management ,Sharan V Prentice Hall India Pvt. Ltd.

## MBA 3F5 - BEHAVIOURAL FINANCE

Objectives:

To provide the students with a fair understanding about the basic concepts and principles that support behavioral finance, and efficient and inefficient markets. To help students to understand the basic behavioural finance theories in volatile markets, be able to develop strategies for dealing with financial and investment behaviours, and to help know how to analyze and evaluate investments with financial behavioural tools. To equip the student to manage personal finance

Unit I: Standard Finance – Modern Portfolio Theory, MM Theory, Capital Asset Pricing Model (CAPM), Random walk hypothesis, Expected Utility Theory – Efficient Market Hypothesis – Investor rationality and market efficiency – Introduction to Behavioural Finance – Evolution and History of Behavioural Finance, Main contributors

Unit II: Behaviour and its formation, models – Cognition, Cognitive dissonance, Cognitive bias – Emotions – Perception, Errors of perception – Decision making, Herbert Simon and bounded rationality –Heuristics and its relevance – Basis and the various Theories of Decision Making, Personality traits and risk attitudes

Unit III: Building blocks of Behavioural Finance – The psychology of investor behaviour – Theories of Behavioural Finance – Noise-trader; Professional arbitrage – Biases, Outcomes of biases, Various Biases – Cognitive, Affective and Conative biases – Dealing with biases – Debiasing strategies – Market anomalies – Herd behaviour – Bubbles, formation and effects, Behavioural explanation of Bubbles –Prospect theory – Models of investor behaviour

Unit IV: Behavioural Corporate Finance – Approaches – Mergers and Acquisitions – CEO Overconfidence and Biases, Approaches and dealing with biases – Debiasing, strategies – Value investing – Behavioural investing – Uses and Approaches of Behavioural Finance in corporate decision-making

Unit V: Neurofinance – Neural process and decision making – Contribution of Neurofinance in Behavioural finance – Frauds and the Psychology behind it – Theories of fraud – Prevention of fraud – Institutions that deal with frauds – Forensic accounting, need and its importance in the present situation

#### References

1. Ackert L and R Daves, Behavioural finance: Psychology decision making and Markets, South western, Centage learning, Mason, Ohio
2. Bisen, Pandey: Learning Behavioural Finance, Excel Books.
3. Montier, James: Behavioural Finance, John Wiley & Sons, New York.
4. Sheiter A, Inefficient Markets: An Introduction to behavioural finance, Oxford University press, Oxford
5. Sulphey, M. M.: Introduction to Behavioural Finance, PHI Learning P. Ltd., New Delhi.

### MBA 3F6 – PERSONAL FINANCE

Objective: To provide practical knowledge to the students that is necessary for taking financial decisions in everyday life.

Unit I: Financial Planning and Budgeting – need for personal financial planning – setting personal financial goals – sources of financial information for planning- understanding the basic concepts in finance – income, expenses, savings, investments, assets, and liabilities – financial forecast – financial budget preparation and monitoring – short term and long term planning

Unit II: Banking and Investing – different types of banks – understanding the basic banking operations – opening of accounts – banking transactions – online banking – ATM, debit card, credit card – deposit schemes of banks – creating wealth through investments – investments in securities such as shares, bonds, and debentures – securities market operations – primary market and secondary market – mutual fund investments – risk in investment – diversification of risk through portfolio management

Unit III: Personal loans – different types of loans – housing loans, vehicle loans, consumer loans, agricultural loans - sources of loans – interest rates on loans – fixed and floating or variable rate loans – evaluation of loan parameters such as maturity, repayment schedule, interest rates, premature closure – debt trap

Unit IV: Insurance – need for insurance in personal financial planning – meaning of insurance – understanding the basic concepts and operations in insurance – different types of insurance - life insurance, motor insurance, health insurance – other types of insurance – insurance cum investment plans – insurance providers – public and private sector players in insurance field – IRDA

Unit V: Personal Income Tax – meaning of tax – Income Tax Act 1961 – heads of income - income from salary, house property, capital gains, and other sources – incomes exempt from tax – deductions from Gross Total Income – tax rates applicable to individual assesses – income tax authorities and procedures for assessment of individuals

#### References

1. Personal Finance , Jack R Kapoor, Les R Dlabay, Robert J Hughes McGraw Hill Education (India) Pvt Ltd, New Delhi
2. Personal Finance: Turning Money into Wealth and Student Workbook, Arthur J. Keown, Prentice Hall
3. Personal Finance with Financial Planning Software, Jeff Madura, Addison Wesley

4. Wealth Management: The Financial Advisor's Guide to Investing and Managing Your Client's Assets, Harold R. Evensky ,McGraw-Hill.
5. Security Analysis and Portfolio Management, Kevin S., PHI, New Delhi

## MBA 3F7 – SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Objective: The objective of this course is to give the students an in-depth knowledge of the theory and practice of Investment decision making process and portfolio management.

Unit I Introduction to investments - Nature and scope of investment decision - investment planning & policy, investment process – Investment alternatives - Govt. Securities - Money market instruments - equity bonds- mutual funds model derivative instruments - futures - options - commodity futures, index futures - stock futures - hedge funds. Risk and return, Asset allocation and security selection. Impact of fiscal & monetary policy on investments, comparison of investment products.

Unit II Operations of Indian stock market and Bond markets, new issue market - Book building process - listing - secondary market - online trading - dematerialisation - Depository services - Mechanics of investing - mutual fund types - performance evaluation.

Unit III Valuation of fixed income securities - Bond valuation and yields - Bonds duration and yield analysis - Term structure theories-Common stock valuation - different valuation models - dividend and value of options, discounted cash flow models, pricing, earnings rating, valuation of options. Binomial option pricing model - Black scholes option model.

Unit IV Security Analysis - Fundamental Analysis - Economic Analysis - Industry analysis - company analysis measuring earnings, forecasting earnings, applied valuation technical analysis – theory – flow theory, efficient market hypothesis.

Unit V Portfolio-Introduction - Markowitz portfolio theory - mean variance criterion (MVC) - Nature of investment risk - MVC and portfolio selection - portfolio of two risky securities - AS security portfolio - Application of market model in portfolio construction, CAPM, APT - constructing the efficient frontier - constructing the optimum portfolio - portfolio performance evaluation.

References:

1. Kevin, Portfolio Management, Prentice Hall of India
2. V K Bhalla, Investment Management, Sultan Chand
3. Fischer & Jordon, Security Analysis and Portfolio Management, Pearson.
4. Investment, Bodie, Kane, Marcus, Tata MC Graw Hill.

## Fourth Semester

### MBA 4F1 - CORPORATE TAXATION

Objectives: To acquaint the students with the corporate taxation laws in the country, and, to gain enough knowledge to manage corporate taxes.

Unit I: Introduction - Income Tax Act- Basic concepts and definitions; Income; Agricultural income; Assessee; Person; Assessment year; Previous year; Residential status; Residence and incidence of tax; Heads of Income.

Unit II: Computation of Income - Profits and Gains from Business or Profession; Chargeability; Deductions expressly allowed; Expenses allowable under certain restrictions; Expenses expressly disallowed; Maintenance of accounts; Compulsory audit of accounts; Computation of profits and gains; Problems on computation of income from business or profession; Computation of total income; Set off and carry forward of losses; Deductions from total income applicable to corporate assesses

Unit III: Assessment of companies - Definition of company; Indian company; Domestic company; Foreign company; Obligation of companies; Computation of taxable income; Determination of tax liability; Problems on computation of tax liability of companies.

Unit IV: Tax Management -Tax planning: Tax avoidance; Tax evasion; Tax planning with reference to financial management decisions such as Capital structure, inter-corporate dividend and transfers, dividend policy and bonus shares; Tax planning with reference to specific managerial decisions like make or buy decisions, own or lease decisions, repair or replace decisions and shut down or continue decisions; Tax planning with respect to managerial remuneration, mergers and acquisitions, foreign collaborations and joint ventures, Implications of avoidance of double taxation agreements.

Unit V: Tax Incentives - Taxation and location of company, tax incentive on location, size, nature of products and on types of activities.

References:

1. Singhanian, Vinod, Direct Taxes – Law and Practice, Revised edition for the relevant Assessment year, Taxmann Publications.
2. Mehrotra, HC and Goyal, SP, Corporate Tax Planning and Management, Edition for the relevant A .Y, Sahitya Bhawan Punlication, Agra.
3. Singhanian V.K., Corporate Tax Planning, Edition for the relevant A .Y, TMH.
4. Gupta and Gupta, Corporate Taxation in India, Edition for the relevant A .Y Himalya Publishing House, New Delhi.
5. Sreenivas, E.A.: Handbook of Corporate Tax Planning, Relevant A.Y, Tata McGraw Hill, New Delhi.

## MBA 4F2 - MANAGEMENT CONTROL SYSTEM

Objectives: The objective of this course is to make the students understand the control systems in organisations and the performance measures effectively.

Unit I Characteristics of Management Control System - Evolution of control systems in an organization - Relating system to organizational objectives - Strategic Planning, Management Control and Operational Control - Goal Congruence - Cybernetic Paradigm of Grissinger - Functions of the Controller

Unit II Responsibility Centers - Types of Responsibility Centers - Expense Centers, Profit Centers and Investment Centers - Budgetary Control as a tool for Management Control Systems - Engineered, Discretionary and Committed Costs - Approaches to budgeting : Engineered and Discretionary costs - Benchmarking and Total Cost Management

Unit III Transfer Pricing (Market based and Cost Based) - Related numerical problems - Return on Investment, Economic Value Added, Capital Budgeting and Ratio Analysis as a tool to management performance measurement - Management Control Systems in Service Sector vis-à-vis in Manufacturing Sector

Unit IV Financial and Non-financial performance measures -Balance Score Card (Rock Water's Model)- Long Range Planning - Converting corporate vision into a long-range plan - Input Output Relationship.

Unit V Introduction to Audit Function as a control tool covering Financial Audit, Internal Audit and Cost Audit - Management Audit - Principles and Objectives- designing and implementation of control Systems

References:

1. Management Control Systems, 10th Ed, Anthony and Govindrajana
2. Practical Auditing , B.N.Tandon
3. Cost Accounting, B.K.Bhar
4. Management Control Systems -,Kirby
5. Financial Management ,Prasanna Chandra

### MBA 4F3 - FINANCIAL DERIVATIVES

Objectives:

- To impart an understanding of the characteristics of the different financial derivatives
- To develop familiarity with the different pricing models of financial derivatives and to hone skills in application of derivatives for risk management.

Unit I: Introduction to Financial Derivatives - An overview of derivative contracts: Forward, Futures, Options and Swaps; Importance of derivatives in risk management; Derivative markets in India: exchange-traded and over the counter; Trading mechanism of derivatives in India

Unit II: Forwards and Futures - Quantitative foundations for derivative analysis; Mechanics of futures and forward contract; hedging strategies using futures and forward; Pricing forward and futures contract

Unit III: Interest and Index Futures and Options - Interest rate futures and pricing; Stock index futures and pricing; Swaps: mechanics of Swap; Options: The basics,

Unit IV: Option Pricing Models - Binomial options pricing model; The Black and Scholes Model; Options hedging strategies; estimating volatilities.

Unit V: Currency Derivatives and Swaps - Introduction to Currency Forwards, Currency Futures, Currency Options, Currency Swaps; Credit derivatives; Exotic options

## References:

1. Madhumathi. R and Ranganathan M, Derivatives and Risk Management, Pearson Education, Chennai 2012.
2. Gupta SL, Financial Derivatives (Theory, Concepts and Problems), Tata MC Graw Hills, ND, 2005.
3. Kumar, S.S.S, Financial Derivatives, Prentice Hall of India, ND, 2010.
4. Rene , M., Stulz, Risk Management and derivatives, Thomson –South Western, 2003.
5. John C Hull, Options, Futures and other derivatives, Sixth edit, Pearson Education, 2010.
6. John C Hull, Student Solutions Manual for Options, Futures and Other Derivatives, Middle East, Asia, Africa, Eastern Europe Edition, 7/e, Pearson Education, 2008.

## MBA 4F4 – RISK MANAGEMENT

Objectives: To identify and analyse all types of risk in business activities and to manage the risk by using different risk management strategies

Unit I: Introduction to Risk Management - Meaning of risk- Source and types of business risk- implications of business risk- Principles of risk management-process of Risk Management- Unit

II: Managing Credit Risk - Drivers of Credit Risk- Credit Analysis- Credit Rating- Elements of Credit Risk-Traditional Measurement Approaches- Different Models of Credit Risk. Liquidity risk-Impact of Leverage- Hedge funds and their risk measures

Unit III: Managing Market Risk - Sources of Market Risk-Measures of Financial Risk- Measuring Risk- Risk Measurement before VaR- Value-at-Risk (VaR)- Value at Risk - Computing VaR-VaR Methods-Coherent Risk Measures- Estimating Market Risk- Non parametric Approaches-Forecasting volatility, covariance and correlations-Parametric Approaches.

Unit IV: Managing Operational Risk - Concepts of Operational Risk- Major Sources of Operational Risk- Measurement of Operational Risk; Management of Operational Risk- Insurance-Hedging using derivatives-Application of VaR- Risk Adjusted Performance Measurement-Integrated Risk Management- Six Sigma and Balanced Scorecards for process improvement

Unit V: Risk Management in Banks - Asset-Liability Management and its Purpose; Regulatory prescription for Asset-Liability Management- Basel I, Basel II and Basel III Norms- Managing Interest Rate Risk: Types of Interest rate risks; Gap Methodology; Duration Analysis-Managing Foreign Exchange Risk: -Tools and Techniques for Managing Forex Risk- Managing the Interest rate and currency rate by using derivatives- Futures, options and swaps.

References:

1. Jorion, Philippe, Value at Risk: The New Benchmark for Managing Financial Risk, 3rd edition, McGraw-Hill, 2007
2. Crockford, Neil; An Introduction to Risk Management (2 ed.). Cambridge, UK: Woodhead-Faulkner,1986. [ISBN 0-85941-332-2](#).
3. Dorfman, Mark SIntroduction to Risk Management and Insurance (9 ed.). Englewood Cliffs, N.J: Prentice Hall, 2007. [ISBN 0-13-224227-3](#).
4. Chapman, C., & Ward, S. Project risk management. JOHN WILEY & Sons,1997
5. Michel Crouchy and others; Risk Management; McGraw-Hill
6. Joel Besis; Risk Management in Banks, John Wiley and Sons
7. Verma,SB; Risk Management; Deep & Deep Publications
8. George E. Rejda, Principles of Risk Management and Insurance, 10/e, Pearson education, 2010.

## MBA 4F5 – CORPORATE RESTRUCTURING

Objectives: This course introduces the students to a broad range of financial restructuring techniques that can be applied to improve business performance. Case discussion help illustrate how various corporate restructuring approaches may be used to increase firm value and highlight characteristics of potential candidates for different restructuring techniques

Unit I Corporate Restructuring - meaning, need, scope, and model of restructuring, global and national scenario. Mergers and Acquisition: Motives behind M&A -rationale behind expansion and diversification through M&A; Merger – types and characteristic, major types of mergers – managerial and financial synergy of mergers, role of industry life cycle.

Unit II Theories of Mergers - Efficiency theories and non-efficiency theories- Valuation of shares and firm: Valuation approaches – DCF valuation models and FCF models- FCFF and FCFE, estimation of terminal value, (DCF under different growth rates) relative valuation using different ratios and multiples, valuing operating and financial synergy, corporate control and LBO.

Unit III Takeover Defenses - Financial defensive measures, coercive offensive defense, Anti-takeover amendments, poison pill defense.

Unit IV Revival and Restructuring of Sick Companies - The problem of sick industries and their survival with special reference to the law relating to sick industrial companies. Corporate de-mergers / splits and divisions- Difference between de-merger and reconstruction, modes of de-merger – by agreement, under scheme of arrangement by voluntary winding up; tax aspects, tax reliefs, reverse- merger, Indian scenario.

Unit V Procedural and Legal Aspects relating to Mergers, Acquisitions, and Takeovers - SEBI guidelines, documentation, taxation, economic and financial aspects- Post-merger re-organization: Accomplishment of objectives- Criteria of success, profitability, gains to shareholders; Post-merger valuation, measuring post-merger efficiency, factor in post-merger reorganization.

Suggested Readings:

1. Readings in Indian Financial Services – Digvijay
2. Corporate Finance – Brealey, Richard A. & Steward C Myers
3. Corporate restructuring, Dr. K.R. Chandratre.
4. Merger, S. Ramanujan, TMH, New Delhi.
5. Corporate Mergers and Takeovers , Dr. J.C. Verma, Bharath Publishing House.

## Systems Management

### Third Semester

#### MBA 3S1 - SOFTWARE ANALYSIS AND DESIGN

Objective: This course is designed to provide a clear insight to students on system analysis and design, which is the foundation of business systems development and implementation.

Unit I: Types of Software's and Information System - Introduction to SAD –SDLC -System Development Methodologies- Waterfall and Iterative Waterfall Development, Parallel

Development, RAD, Phased Development, Prototyping and Throwaway Prototyping , Extreme Programming –Selecting Development Methodology- Project Team – Types of Analyst and their Roles.

Unit II: Feasibility Analysis-Requirement Determination – Techniques Used In Requirement Analysis - Business Process Automation, Business Process Improvement, Business Process Reengineering - Requirement Gathering Techniques – Interviews, JAD, Observations, Questionnaires, CASE –Use Case Analysis.

Unit III: Requirements to Modeling- Context Diagram, Data Flow Diagrams, Elements and Levels of DFD, E-R Diagrams- Relationships- Structured English –Data Dictionary - Databases – Design –Types of Databases – Traditional, RDMS , Object Oriented database, Distributed Databases.

Unit IV: System Design- System Acquisition Strategies – Influencing Factors- Architectural Design- Factors Influencing Architectural Design –Interface Design – Principles of User Interface – Design Process –Navigation Design –Input and Output Design –Forms and Reports - Design Prototyping –Program Design- Structured Chart and Elements – Storage Design – Files and Storage Formats –Physical Storage design .

Unit V: Designing Internet Systems –Fundamentals – Site Consistency and Management- Online Transaction Process and Online Analytical Process - System Implementation- Coding –Testing and Installation – Testing Process- Documentation and Types - Installation Methods – Migration Planning –Factors Considered for Migration Plan, Post-Implementation Activities.

#### References

1. Modern System Analysis and Design, Jeffery .A. Hoffer, Tata McGraw Hill
2. System Analysis and Design, Alan Dennis, Wiley India Edition
3. System Analysis and Design methods, Jeffrey L Whitten, Lonnie D. Bentley, Pearson Education
4. System Analysis and Design, Don Yeates, Mc Millan India.

## MBA 3S2 - SOFTWARE ENGINEERING

Objectives: This course is intended to introduce the process, the product, the people, the risk, and the qualities of software development processes.

Unit I: Software Engineering - Introduction, Evolution, Professional and Ethical Responsibility. Low Level and High Level Programming, Control Flow Design, Data Structure Oriented Design, DFD Design, Object Oriented Design, Software Engineering Approach Design. Software Life Cycle Models: Classical and Iterative Waterfall Model, Prototyping, Evolutionary Model, Spiral Model, Comparison of different life cycle models, Specification, Design and implementation, Validation, Evolution, Automated process support

Unit II: Requirement Analysis and Specification - Software requirements- functional and non-functional requirements, user requirements, system requirements. Models for Collecting User Requirements: requirements engineering processes, feasibility studies, elicitation and analysis, validation management, system models, context models, behaviour models, data models, object models. Requirements Analysis: Formal System Development Techniques, Software Requirement Specification (SRS), Documentation, CASE workbenches. Formal specification: formal specification in the software process, interface specification, behaviour specification, architectural design, system structuring, control models, modular decomposition, domain-specific architectures, distributed systems architecture.

Unit III: Software Design - Characteristics of Good Software Design. Program logic modelling by structured language, decision tables, flow charting, etc. Phases in Design, Design Principles & Concepts-Attributes-Cohesion & Coupling-Classification of Cohesiveness & Coupling-Neat Arrangement—Design Approaches-SA/SD,DFDS, Object Oriented Design& Key Concepts – Unified Modeling Language -Use Case Model-Diagrams-User Interface Design-Characteristics-Types—Windowing Systems- Widgets-Types

Unit IV: Software Project Management - Project size estimation metrics, Line of Code (LOC), Function Point (FP). Project estimation techniques- empirical estimation techniques, Putnam's model, basic COCOMO model, Halstead's Software Science. Staffing Level Estimation, risk management, managing people, group, working, choosing and keeping people. Software cost estimation: software productivity, estimation of productivity, factors effecting programming productivity, project duration and staffing.

Unit V: Software Reliability and Maintenance - Software Attributes, Reliability, Reliability Measures, Metrics, process and product quality, Software Quality Management System- ISO9000, ISO 9001, quality planning, quality control. Process analysis and modelling, process measurement, Importance, Procedures, SEI CMM, Software Maintenance, CASE- Architecture, Benefits and Characteristics. Configuration management, planning, change management, version and release management, system building, CASE tools for configuration management

#### References

1. Ian Sommerville, Software Engineering, Pearson Education Asia
2. Pressman R.S., Software Engineering, McGraw Hill
3. Mall R., Fundamentals of Software Engineering, Prentice Hall of India
4. Behferooz A. & Hudson F.J., Software Engineering Fundamentals, Oxford University Press
5. Jalote P., An Integrated Approach to Software Engineering, Narosa

### MBA 3S3 - SOFTWARE PROJECT MANAGEMENT

Objectives: This course intends to equip the students with the tools and techniques of Software Project Management and to design and implement information system with effectiveness and efficiency.

Unit I: Introduction to Software Project Management: Software as an Evolving product, characteristics and components of software products, Software engineering process: various models like linear, sequential, prototype, RAD, incremental, Spiral, Component, Assembly, Concurrent developmental and formal methods model, etc.

Unit II: Planning a software project - Objectives, Effort, time, staffing and cost estimation. Make or -buy decisions. Software project scheduling: defining tasks, Activity Network, Gantt Charts, scheduling using PERT/CPM, PERT Charts , Project planning and Analysis.

Unit III: Software Configuration and Design - Components of configuration, versions control and configuration audit. Software Design Process: Concepts, functional and object oriented design, structured analysis, structured design, modular design, and design documentation .

Unit IV: Software Testing: Objectives, Methods of testing, Mc Cabe's cyclomatic complexity metric, testing GUI's, testing Clients/Server architectures, testing real systems. Strategies for testing, Unit testing, Integration Testing, System testing and debugging.

Unit V: Software implementation process and problems/issues: Emerging trends in Software Project Management, Case studies. Software quality assurance and standards, quality policy, quality controls, Software Risks, Reactive and Pro-active Risk Strategies, Risk Identification, Risk Projection, Risk Mitigation, Risk Monitoring and Management. .

#### References

1. Software Engineering - a Practitioner's approach, Pressman, McGraw Hill
2. An Integrated Approach to Software Engineering, Pankaj Jalote, Narosa Publishers
3. Fundamentals of Software Engineering - Rajib Mall, PHI
4. Software Project Management - Bob Hughes & Mike Cotterell .,Tata McGrawHill
5. Software Engineering – Gregory W. Jones, John Wiley & Sons
6. Software Engineering - Aggarwal, K. K. & Singh, Yogesh,. New Age International.
7. Software Project Management: A Unified Framework - Walker Royce,. Pearson Education.

### MBA 3S4 - ENTERPRISE RESOURCE PLANNING

Objective: This course provides an overview of the need for ERP and how to go about implementing ERP, the risks involved, and its organizational and industrial impact

Unit I: Introduction - Overview of enterprise systems –Need of ERP, Advantages of ERP, Growth of ERP Evolution - Risks and benefits - Issues to be consider in planning design and implementation of cross functional integrated ERP systems- Management Information System (MIS) - Decision Support Systems (DSS)-Executive Support Systems (ESS)-Data Warehousing, Data Mining-Online Analytical Processing (OLTP)-Supply Chain Management (SCM)-Customer Relationship Management (CRM).

Unit II: ERP Solutions and functional units - Overview of ERP software solutions- Small medium and large enterprise vendor solutions, BPR, Business Engineering and best Business practices - Business process Management. Overview of ERP UNITS -sales and Marketing, Accounting and Finance, Materials and Production management etc.

Unit III: ERP Implementation life cycle - ERP implementation strategies. Risks while implementing ERP-People issues, technology risk, process risk, operation and maintenance risks, managing such risks in ERP Projects - Planning Evaluation and selection of ERP systems-Implementation life cycle - Evaluation and selection of ERP package-Project planning-Implementation team training and testing - End user training & Going Live-Post Evaluation & Maintenance- ERP implementation, Methodology and Frame work- Training – Data Migration. People Organization in implementation-Consultants, Vendors and Employees Role of BPR in ERP

Unit IV: Post implementation - Maintenance of ERP- Organizational and Industrial impact; Success and Failure factors of and ERP Implementation.

Unit V: Emerging trends on ERP - ERP II- ERP and Internet- Extended ERP systems and ERP bolt –on -CRM, SCM, Business analytics etc- Security & Privacy issues-Future trends in ERP systems-web enabled, Wireless technologies so on-Case studies.

#### References

1. David L Olson, Managerial issues of ERP systems, Tata McGraw Hill
2. Brady, Monk and wagner, Concepts in ERP, Thomson
3. Alexis Leon, ERP demystified, second Edition Tata McGraw-Hill, 2006.
4. Shanks G, Seddon PB &Willcocks Second wave ERP Systems, Cambridge Press

### MBA 3S5 - SIMULATION FOR MANAGERS

Objectives: This course will provide the students a thorough understanding of the systems they encounter in real life situations, the modeling of these systems for the analysis of their behaviour under different operating conditions and different decision rules.

Unit I: System Concepts: Systems theories, System modelling, system analysis, system postulation, system synthesis, systems approach to problem solving, applications in industrial and business systems. Areas of application of simulation, steps in simulation study, classification of systems, different types of system models. Merits and demerits of simulation, comparison between simulation and numerical methods.

Unit II: Random Numbers and use: Uniformly distributed random numbers, properties of random numbers, generation of Pseudo-Random numbers, Generation of random processes: random walk (one dimensional only), demand processes, lead time generation, arrival process generation, service activity generation, defects and defectives generation.

Unit III: Types of Simulation: Monte-Carlo method, numerical computation technique for continuous and discrete systems, Distributed Lag models, Cobweb models, Comparison of simulation and numerical methods. Continuous system models, feedback systems, Real-time simulation. Use of Monte Carlo method to approximate solutions, replication of maintenance and inventory systems.

Unit IV: Replicating Dynamic Business Systems: Business dynamics, properties of dynamic systems, effects of dynamic interactions-System archetypes. Modelling of dynamic systems: basic principles, modelling tools- stock and flows & causal relations. Simulation of dynamic systems: Basic models and behaviour patterns, Beer Game modelling and analysis. Examples of product growth model and the manufacturing Supply Chain models.

Unit V: Discrete Event Simulation: Next-Event approach/Event scheduling, Fixed Time Increment method, manual simulation using Event Scheduling and Fixed Time Advance methods. Hand imulation of Queuing models, Business systems and Service models. Verification and Validation of simulation models, statistical analysis of outputs.

#### References

1. System Simulation – Geoffrey Gordon – PHI
2. System Simulation with Digital Computer – Narsingh Deo – PHI
3. Discrete Event System Simulation – J. Banks – Pearson Education
4. Business Dynamics – Sterman – Tata-McGraw Hill
5. Simulation – Sheldon M. Ross – Elsevier

### **MBA 3S6 SOCIAL MEDIA IN BUSINESS**

Objectives: The purpose of this course is to provide a sound knowledge about social media among management students and also support the student community to identify and apply appropriate social media tools for business process improvement.

Unit I: Social Media - definition – scope – distinction from other media – benefits - classification – growth and importance of social media in economy- Global usage -Web-2.0 foundation – social media mining- criticisms of social media- positive impact –problems of social media- Honey comb framework for social media ( Identity, Conversations, Sharing, Presence, Relationships, Reputation and Groups)

Unit II: Social Media Tools and Platforms - internet forums- Blogs and blogging platforms - Wiki- photo sharing- Podcast (Audio create)-Vlogs(Video create)- Microblogging- Live casting –RSS feeds- search engine optimization-discussion boards- Facebook- Google+ -LinkedIn- Bing- Twitter- Flickr- Instagram- youtube- scribed – Quora – WhatsApp

Unit III: Social Media Development and Integration - creating social company- social media vs social communications, social media and business - aligning social media to business goals- establishing vision, purpose and execution- Performance measurement: tools, methodology and purpose-selecting adequate social media measurement software - KPI- Social media and sales measurement.

Organization and creating structure –mapping- four phase of social media adoption- social media integration models – centralized vs decentralized social media management models- people integration –hiring, training and certifying – need for social media guidelines, policies and training –establishing social media guidelines

Unit IV: Social Media Programme Management and Measurement - social media and digital brand management-real-time digital support-measurement practice for social media-monitoring , measurement, analysis and reporting- ROI and social media outcomes- FRY(Frequency, reach and yield) and social media-social media programme analysis and reporting –social media strategy – five step approach

Unit V: Social Media and Functional Management - Role of social media in Marketing, Human resource management, Project management, stock market and investment- social media and CRM - Social media as a tool for business research

Gamification: definition, techniques and applications – Crowdsourcing – definition and applications

## References

1. The social media bible- tactics, tools & strategies for business success by Lon safko, John Wiley & Sons
2. Social Media ROI: Managing and Measuring Social Media Efforts in Your Organization by Olivier Blanchard, Pearson Education Inc.
3. Social Media Marketing: Strategies for Engaging in Facebook, Twitter & Other Social Media by Liana Li Evans, Pearson Education Inc.
4. The Handbook of Online and Social Media Research: Tools and Techniques for Market by Ray Poynter, John Wiley & Sons.

## MBA 3S7 - E-BUSINESS

Objective: To provide an understanding of e-business activities, opportunities, and enabling technologies

Unit I: Introduction - Origin, need and factors affecting Electronic Business, Features of Electronic Business, Electronic business Framework, Internet as an Electronic business Enabler, Economic and social impacts of e-business.

Unit II: Electronic Business Models :Value Proposition, Revenue Model, Market Opportunity, Competitive Environment, Competitive Advantage, Market Strategy, Organizational Development, Management Team. Electronic Data Interchange. Electronic Payment Systems (Cash, Check, Credit Card, Stored Value, Accumulating Balance), Working of Online Credit Card, Transaction Security.

Unit III: Business Models:Business to consumer (B2C) Business Models, Types of B2C, Business to Business (B2B) Business Models, Types of B2B, Consumer to Consumer (C2C) Business Models, Types of C2C, Peer to Peer Business Models, M-commerce Business Models.

Unit IV: Online Retailing:Segmentation of e-markets, marketing mix in internet marketing, online auctions. Online retail industry dynamics, Online mercantile model for customer perspective, Management Challenges in online retailing, electronic publishing. Online market research, Online marketing communications, Online advertising, Online branding, Online customer relationship, Online pricing strategies.

Unit V: E-business: Search engine optimization, web research, web advertising, security of online transactions, cyber laws. Online banking implementation, Changing dynamics in banking industry, Management issues in online banking, Introduction to Mobile commerce Challenges emerging in Mobile Commerce, Application areas of Mobile Commerce.

#### References

1. Laudon & Traver - Electronic Commerce Business, Technology, Society, Pearson Education, 3<sup>rd</sup> Ed.
2. Kalakota R- Electronic Commerce - Frontiers of E-Commerce, Pearson Education, 2007, 3<sup>rd</sup> Ed.
3. Jae K Shim et al., The handbook of e-commerce.
4. Bharat Bhaskar, Electronic – commerce- Framework, Technologies and applications.

### Fourth Semester

#### MBA 4S1 ARTIFICIAL INTELLIGENCE - APPLICATIONS IN BUSINESS

Objective: The course exposes the students to the various business applications of artificial intelligence and how it can be used to address business related problems

Unit I: Introduction - Management Support Systems, Decision making Models, TPS, MIS, DSS, ESS Overview, Data Model-Tacit, Explicit Knowledge- Knowledge Management system

Unit II: Data and Model Management Systems – Data knowledge-Data Collection, Data Warehousing, Data Mining, Data visualization, Modelling, Static and dynamic, Optimization, Heuristic, Simulation, Multidimensional modelling OLAP.

Unit III: Evolution of ERP II - Evolution MRP, MRP II, ERP, ERP II SCM , Group Decision support system, Technologies, Enterprise DSS, ERP Knowledge management methods, Technologies, Tools.

Unit IV: Knowledge Based Systems - Artificial Intelligence, Expert System, Knowledge Acquisition and validation, Knowledge representation, Inference techniques.

Unit V: Advanced Intelligent Systems - Neural Computing, Fuzzy Logic, Intelligent Agents in Client Server Architecture-Implementation, Integration, Intelligent DSS.

## References

1. Efraim Turban and Jay E. Aronson, Decision Support System and Intelligent Systems, Prentice Hall International, 2002
2. Janakiraman V. S and Sarukesi K, Decision Support Systems, Prentice Hall of India, 1999.
3. LoftiZadeh, Decision Support System and Management, McGraw Hill Inc, International Edition, New Delhi 1996.
4. Marakas, Decision Support System, Prentice Hall International, Paperback Edition, New Delhi, 1998.

## MBA 4S2 - KNOWLEDGE MANAGEMENT

Objective: This course seeks to familiarize the students on the role and applications of knowledge management in the information era

Unit I: Definition - knowledge Management - intellectual capital - knowledge types - components of knowledge - tacit and explicit knowledge organizational learning & organizational memory - objectives of knowledge management - drivers of knowledge management - aligning knowledge management and business strategy.

Unit II: Knowledge Management activities - cyclic model of Knowledge Management - Knowledge repository - reasons for adopting knowledge management - responsibilities of Knowledge Management – Officer - Steps in Knowledge Management implementation - Knowledge Management team constitution - role of consultants.

Unit III: Knowledge Management Strategy development Knowledge Management tools - methods and technologies - cost consideration of developing KMS - key success factors - measurement of success factors - bench marking and balanced scorecard technique - common causes of failure of KM projects.

Unit IV: Knowledge Management and its relationship with Artificial Intelligence -AI methods used in Knowledge Management Systems - Study of representative products with embedded AI technology used in KM - experts systems, fuzzy logic expert system, intelligent agents.

Unit V: Data mining – warehousing - knowledge discovery -electronic document management concepts - knowledge Management system development – prototype - software tools - Case studies.

#### References

1. Knowledge Management tool kit by AmritTiwana,Pearson Education., India
2. Practical techniques for building a knowledge management system, Jeffrey L Whitten, Pearson Education Asia Ltd., India
3. Introduction to knowledge management by Todd Groff and Thomas Jones,Tata MaGraw Hill.
4. Knowledge Management in Theory and Practice by KimizDalkari, Springer

### MBA 4S3 – E-CRM

Objectives: The objective of this course is to make the students understand e-CRM concept, its elements and benefits and to make them aware of modern e-CRM tools. Awareness of the impact of convergence of technology in e-CRM will be created using case studies

Unit I: Definitions - customer, CRM. CRM technology components, customer life style, customer interaction. Difference between CRM and eCRM, CRM- Need for SFA, barriers to SFA, technological aspect of SFA, data synchronization, flexibility and performance, reporting tools. Types of CRM, Strategies for building relationship marketing, CRM Vs Customer retention, CRM Process-Benefits, brand switching behaviour-Importance of e-CRM,

Unit II: Architecture and Components of Enterprise Marketing Automation - promotions, events loyalty and retention programs, response management marketing campaign, campaign planning and management, use of business analytic tools. E-marketing- tools, techniques and future directions.

Unit III: Call centre - customer interaction, the functionality automation, technological implementation, Automatic Call Distribution, Interactive Voice Response, Computer Telephony Integration, web based callcenter, automated intelligentcall routing, logging & monitoring.

Unit IV: eCRM implementation - Pre implementation phase, kick off meeting, requirements gathering, prototyping and detailed proposal generation, development of customization, Power use beta test and data import, training, rollout and system hand off, ongoing support, system

optimization, Post implementation phase monitoring. Role and function of Application Service Provider- its advantages and disadvantages.

Unit V: eCRM impact on marketing channels - traditional channels compared with emerging channel trends that impact CRM.- Convergence Marketing-Convergence on social networks and communities (Web 2.0)- case studies

#### References

1. Greenberg, Paul. (2004). CRM at the Speed of Light, (3rd Edition): Essential Customer Strategies for the 21<sup>st</sup> Century. McGraw Hill
2. Greenberg, Paul. (2010). CRM at the Speed of Light, (4<sup>th</sup> Edition): Social CRM Strategies, Tools, and Technologies for Engaging Your Customers. McGraw Hill
3. Kumar V, WernerJ Reinartz ,Customer Relationship Management, , Wiley India edition.
4. Kristin Anderson andCarol Kerr, Customer Relationship Management,Tata McGraw Hill.

### MBA 4S4 - E-GOVERNANCE

Objective: The objective of e-governance is to allow citizens to communicate with the government as well as with each other and to participate in the governments policy-making to improve own welfare by using e-governance as a tool.

Unit I: Introduction - Need for e-governance, Issues in E-Governance applications and the Digital Divide; Evolution of E-Governance, Its scope and content; Global trends of growth in E-Governance, Benefits in cost time speed and quality- Other issues. Enablers of e-government

Unit II: E-Governance models - Evolution in E-Governance and Maturity Models- Levels of Maturity, Characteristics of Maturity Levels, Towards Good Governance through E-Governance Models- Digital Governance: Broadcasting/ Wider Dissemination Model, Critical Flow Model, Comparative Analysis Model, Mobilization and Lobbying Model, Interactive-service Model/Government-to-Citizen-to-Government Model (G2C2G);

Unit III: E-Governance Infrastructure readiness - Infrastructure readiness in terms of Digital System, Legal, Institutional, Human, Technological Evolutionary Stages in E-Governance.

Unit IV: Data Warehousing and Data Mining in Government - Architectures for data warehouses- data mining techniques-National Data Warehouses: Census Data, Prices of

Essential Commodities; -dashboards for online decision making-Other areas are Agriculture, Rural Development, Health, Planning, Education, and Trade and Other Sectors.

Unit V: Case Studies - Cases on e-literacy project in Kerala-Bhoomi in Karnataka, , FRIENDS in Kerala, E-Khazana, DGFT, PRAJA, E-Seva, E-Panchyat, Mandals in Andra, Gyandoot, Computerised interstate check post in Gujarat-General Information Services of National Informatics Centre; Comparative study on E-Governance initiative in developing and developed countries like USA; E- China; Brazil and Sri Lanka.

#### References

1. E-Governance: Concepts and Case Studies, C.S.R. Prabhu, Prentice-Hall of India Private Limited, 2004.
2. Backus, Michiel, e-Governance in Developing Countries, IICD Research Brief, No. 1, March 2001.'
3. Subash Bhatnagar, "E-Government: From vision to implementation, Sage publications.

### **MBA 4S5 – BUSINESS INTELLIGENCE AND DATA WAREHOUSING**

Objective: The objective of the subject is to introduce the trends in business intelligence and the relevance of data warehousing for effective information decision making.

Unit I: Emerging trends in BI - MDM/DQ- CPM- Decision Yield- Embedded Analytics- Open Source BI- BI & SOA- DW Appliances- Unstructured data Management

Unit II: BI Applications - Telecom- BFSI- Retail-Data mining: Concept –Data mining v/s OLAP –Data mining v/s Statistical Analysis- Tasks solved by Data mining Methods.

Unit III: Classes of ODS -Architectural components - Best Practices- Architectural considerations - Data Model Distinctions

Unit IV: Data Modeling - Data Analysis Techniques, Conceptual Modeling, Logical Modeling Physical Modeling, Overview of Modeling Techniques, Dimensional Modeling, Facts, dimensions, Hierarchies, Aggregates, Measures, Cubes, Star Schema, Snowflake Schema -ETL Overview and Market study- ODS Overview and Architectural Challenges- Global, Independent & Interconnected -Architectures – Enterprises Data Warehouse- Data Marts- Implementation Approaches

Unit V: Data warehouse Architecture - Types, benefits, methods and approaches, qualities, life cycle overview, Data profiling, OALP

## References

1. Inmon, Building the Data Warehouse, 3rd Ed. ,John Wiley, 2002
2. Jacobs, “Data Mining: What General Managers Need to Know”, Harvard Management Update, October 1999
3. Baserman and Chugh, “Decisions without Blinders”, Harvard Business Review, Jan 2006.
4. Ariyachandra and Watson, “Which Data Warehouse Architecture is Most Successful”, Business Intelligence Journal, Qtr 1, 2006, Vol 11, No. 1.
5. Loveman, “Diamonds in the Data Mine”, Harvard Business Review, May 2003.
6. Froelich, Ananyan, and Olson, “Business Intelligence Through Text Mining”, Business Intelligence Journal, Winter 2005, 10, 1