

## REGULATIONS - 2012 MBA Programme

**NOTE:** The regulations hereunder are subject to amendments as may be decided by the Academic Council of the Institute from time to time. Any or all such amendments will be effective from such date and to such batches of students (including those already in the middle of the programme) as may be decided by the Academic Council.

### 1. Conditions for Admission

Students for admission to the M. B. A. degree programme will be required to satisfy the conditions from time to time of admission thereto prescribed by the Anna University, Chennai and Government of Tamil Nadu.

### 2. Duration of the Programme

**i. Minimum Duration:** The programme will lead to the Degree of Master of Business Administration (M.B.A.) of the Anna University, Chennai and extend over a period of two Academic years consisting of four semesters.

**ii. Maximum Duration:** The student shall complete all the passing requirements of the M. B. A. degree programme within a maximum period of 4 years / 8 semesters, these periods being reckoned from the commencement of the semester to which the student was first admitted.

### 3. Structure of the Programme

- i. Curriculum:** The curriculum for the programme includes theory courses (including electives), practicals, internship, project etc with detailed syllabi prescribed by the Board of Studies from time to time.
- ii. Specialization and Electives:** Every student shall opt for dual specialization (each specialization carrying 3 elective courses) in consultation with the Head of the Department.
- iii. Value added / Certificate courses:** Students can opt for any one of the Value added courses offered by the School of Management Studies. A separate certificate will be issued on successful completion of the course.
- iv. Special self study elective:** Students can opt for the special self study elective(s) during the III semester. The grade obtained shall not be less than grade "C". The grade obtained will be indicated in the mark sheet, but will not be accounted for CGPA.
- v. Summer Internship:** Every student shall undertake a suitable Summer Internship in the summer vacation, between second and third semester, for duration of six weeks, in consultation with the faculty supervisor and the Head of the Department. Report of the Summer Internship is to be submitted by the students within 15 days from the commencement of the third Semester.
- vi. Project:** Every student shall undertake a Project Work in the fourth semester in consultation with the faculty supervisor and the Head of the Department. The Project Work shall be undertaken in an industrial / research organization or in the college in consultation with the faculty supervisor and the Head of the Department. In case of Project Work at industrial / research organization, the same shall be jointly supervised by a faculty supervisor and an expert from the organization.
- vii. Credit assignment:** Each course is normally assigned a certain number of credits. 15 hours of lecture will be assigned 1 credit. 4 credits for Summer Internship, 12 credits for the Project and viva voce will be assigned.

**viii. Minimum credits:** For the award of the degree, the student shall earn a minimum number of total credits as prescribed by the Board of Studies and by passing the prescribed courses of study as given in clause 3 (i) and clause 9.

#### **4. Requirements for the Completion of Study of a Semester**

i. A student will be deemed to have completed the requirements of study of any semester only if he / she has kept not less than 70% of attendance in each course and at least 80% of attendance on an average in all the courses put together in that semester.

*However, a student who has secured attendance between 70% & 79% in the current semester due to medical reasons (hospitalization/accident/specific illness) or due to participation in College / University / State / National / International level sports events with prior permission from the Principal shall be given exemption from the prescribed attendance requirements and he/she shall be permitted to appear for the current semester examinations.*

ii. His/ her progress has been satisfactory and

iii. His/ her conduct has been satisfactory.

#### **5. Assessment and Passing Requirements**

**i. Assessment:** The assessment will comprise continuous assessment and the final examination, carrying marks as specified in the scheme in clause 9 and 10. Continuous assessment will be made as per the guidelines framed by the College from time to time. All assessments will be done on absolute marks basis. However, for the purpose of reporting the performance of a student, letter grades and grade points will be awarded as per clause 5 (v).

**ii. Final examinations:** Final examinations will normally be conducted at the end of the semester. Supplementary examinations may be conducted at such times as may be decided by the College. A student will be permitted to appear for the final examination of a semester only if he / she has completed the study of that semester satisfying the requirements given in clause 4 and registered simultaneously for the examinations of the highest semester eligible and all the courses which he / she be in arrears of.

A student, who is not permitted to appear for the final examination of a semester, is not permitted to proceed to the following semester.

A student who is not permitted to appear for the final examination of any semester has to register for and redo the courses of that semester at the next available opportunity.

**iii. Rejoining the programme:** A student who has not completed the study of any semester as per clause 4 or who is allowed to rejoin the programme after a period of discontinuance or who on his / her own request is permitted to repeat the study of any semester, may join the semester which he / she is eligible or permitted to join, only at the time of its normal commencement for a regular batch of students and after obtaining the approval from the Anna University, Chennai if required. No student will however be enrolled in more than one semester at any time. In the case of repeaters, the earlier continuous assessment in the repeated courses will be disregarded.

**iv. Summer Internship and Project:** Every student shall submit the reports on Summer Internship and the Project Work on dates announced by the college / department through the faculty supervisor to the Head of the Department. If a student fails to submit the reports on the Summer Internship or the Project Work on or before stipulated due date, he/she is deemed to have failed in it.

Every student shall present reports/papers in seminars in the relevant semester about the Summer Internship and the Project and shall be presented before a review committee constituted by the Head of the Department.

The Summer Internship and the Project will be evaluated based on the reports/papers presented and viva-voce examinations

In case of Summer Internship, evaluation will be carried out in the third semester by a team of internal examiners appointed by the Head of the Department and the results of the same will be included along with the other courses of that semester

For the Project, the viva-voce examination will be carried out by a team consisting of an internal examiner, usually the faculty supervisor, and an external examiner, appointed by the Principal. Due weightage will be given to the publications arising out of the project work during the evaluation of the Project.

A student who fails in the Summer Internship / Project shall register for redoing the same at the beginning of a subsequent semester.

**v. Letter grade and grade point:** The letter grade and the grade points are awarded based on percentage of total marks secured by a student in an individual course as detailed below:

Range of Percentage of total marks	Letter grade	Grade Point (g)
90 to 100	S	10
80 to 89	A	9
70 to 79	B	8
60 to 69	C	7
55 to 59	D	6
50 to 54	E	5
0 to 49 or less than 50 % in final examination	RA	0
Incomplete	I	0
Withdrawal	W	0

“RA” denotes Reappearance.

“I” denotes incomplete as per Clause 4 and hence prevented from appearing for final examination

“W” denotes withdrawal from the examination.

After the completion of the programme, the Cumulative Grade Point Average (CGPA) for all the four semesters put together is calculated using the formula:

Where

$$CGPA = \frac{\sum g_i c_i}{\sum c_i}$$

- $g_i$  - Grade point secured corresponding to the course.
- $c_i$  - Credit allotted to the course.

**vi. Passing a course:**

A student who secures a minimum of 50% marks in the end semester examination of a course and a minimum Grade point 5 with internal assessment and end semester examination put together will be declared to have passed that course.

A student, who absents or withdraws or is disqualified to appear or secures a letter grade RA (Grade Point 0) or less than 50% in the end semester examination in any course carrying Internal assessment and end semester examination Marks, will retain the already earned Internal Assessment Marks for two subsequent attempts only of that course and thereafter he / she will be solely assessed by end semester examination marks.

A student who is absent in the end semester examination of a course after registering for the same will be considered to have appeared and failed in that examination and awarded the grade RA.

## **6. Qualifying for the Award of Degree**

A student will be declared to have qualified for the award of the Degree of Master of Business Administration provided

- (i) He / she has successfully completed the course requirements and has passed all the prescribed courses of study as per the programme structure.
- (ii) No disciplinary action is pending against the student.

## **7. Classification of Degree**

**(i) First Class with Distinction:** A student who qualifies for the award of degree vide clause 6 having passed all the courses of all the semesters at the first opportunity within four consecutive semesters after the commencement of his/her study and securing a CGPA of 8.5 and above shall be declared to have passed in First Class with Distinction. For this purpose the withdrawal from examination (vide clause 8) will not be construed as an opportunity for appearance in the examination.

**(ii) First Class:** A student who qualifies for the award of degree vide clause 6 having passed all the courses of all the semesters within a maximum period of six consecutive semesters after commencement of his/her study and securing a CGPA of 6.50 and above shall be declared to have passed in First Class.

**(iii) Second Class:** All other students who qualify for the award of degree vide clause 6 shall be declared to have passed in Second Class.

## **8. Withdrawal from Examination**

A student may, for valid reasons, be granted permission to withdraw from appearing for the examination in any course or courses of only one semester examination during the entire duration of the degree programme. Also, only one application for withdrawal is permitted for that semester examination in which withdrawal is sought.

Withdrawal application shall be valid only if the student is otherwise eligible to write the examination and if it is made prior to the commencement of the semester examinations and also recommended by the Head of the Department and the Principal.

Withdrawal shall not be construed as an opportunity for appearance in the examination for the eligibility of a student for First Class with Distinction.

## **9. Scheme of Assessment:**

Sessional Scheme of Evaluation to be followed from I semester of 2012-2013 batch onwards is as given below

**a) THEORY**

S.No	Criteria	Marks
<b>i.</b>	<b>Internal Assessment</b>	<b>50</b>
	Test I	10
	Test II- Objective Type	10
	Model Exam	20
	Innovative practice (Assignment or Open Book test / Surprise test / Seminar / Term Paper / Discussion & Class Participation / Concept viva / Co-curricular Activities)	10
<b>ii.</b>	<b>End Semester Examination</b>	<b>50</b>
<b>Total Marks</b>		<b>100</b>

**b) PRACTICAL**

S.No	Criteria	Marks
<b>i.</b>	<b>Internal Assessment</b>	<b>50</b>
	Record	10
	Test – I	10
	Model Exam	20
	Assignment /Seminar / Innovative Practices /10 objective type questions for every practical topic	10
<b>ii.</b>	<b>End Semester Examination</b>	<b>50</b>
<b>Total Marks</b>		<b>100</b>

**c) YOGA AND MEDITATION**

Criteria	Marks
Continuous Evaluation 1	25
Continuous Evaluation 2	25
Final Evaluation	50
<b>Total Marks</b>	<b>100</b>

**d) SUMMER INTERNSHIP**

Criteria	Marks
Review of weekly reports	10
Mid review	15
Report	25
Viva voce	50
<b>Total Marks</b>	<b>100</b>

**e) PROJECT AND VIVA VOCE**

<b>S.No</b>	<b>Criteria</b>	<b>Marks</b>
<b>i)</b>	a. Review 1 and 2 (50 marks each)	<b>100</b>
	b. Continuous Evaluation	
	• Identification of problem	10
	• Literature Survey and Analysis	15
	• Approach and Progress	25
	• Findings, Discussion and Conclusion	25
	• Final Report Presentation	25
<b>ii)</b>	Final Examination (includes Report & Viva Voce)	<b>200</b>
<b>Total Marks</b>		<b>400</b>

(For awarding Grades the total marks of 400 will be reduced to 100)

**f) COMPREHENSIVE VIVA VOCE**

<b>S.No</b>	<b>Criteria</b>	<b>Marks</b>
<b>i)</b>	Internal Examiner	50
<b>ii)</b>	External Examiner	50
<b>Total Marks</b>		<b>100</b>

## MINIMUM CREDITS TO BE EARNED: 96

I Semester					
Code No	Course	L	T	P	C
12MB11	Managerial Economics	4	0	0	4
12MB12	Data Analysis for Decision Making	3	1	0	4
12MB13	Organizational Behaviour	4	0	0	4
12MB14	Financial and Management Accounting	3	1	0	4
12MB15	Information Technology for Managers	4	0	0	4
12MB16	Legal Aspects of Business	4	0	0	4
12MB17	Executive Communication	0	0	4	2
12MB18	Yoga and Meditation	0	0	2	-*
<b>Total Credits</b>					<b>26</b>
II Semester					
Code No	Course	L	T	P	C
12MB21	Decision Models and Management Science	3	1	0	4
12MB22	Production Management	3	1	0	4
12MB23	Marketing Management	4	0	0	4
12MB24	Financial Management	3	1	0	4
12MB25	Human Resource Management	4	0	0	4
12MB26	Research Methodology in Management	3	1	0	4
12MB27	Business Application Software	0	0	4	2
12MB28	Yoga and Meditation	0	0	2	-**
<b>Total Credits</b>					<b>26</b>
III Semester					
Code No	Course	L	T	P	C
12MB31	Summer Internship				4
12MB32	Strategic Management	4	0	0	4
12MB33	International Business Management	4	0	0	4
	Elective 1	3	0	0	3
	Elective 2	3	0	0	3
	Elective 3	3	0	0	3
	Elective 4	3	0	0	3
	Elective 5	3	0	0	3
	Elective 6	3	0	0	3
12MB34	Comprehensive Viva voce				2
<b>Total Credits</b>					<b>32</b>

IV Semester					
Code No	Course	L	T	P	C
12MB41	Project and Viva Voce				12
<b>Total Credits</b>					<b>12</b>

\*Students to obtain an acceptable passing grade of not less than “C” and will not be accounted for CGPA.

\*\* Students to continuously practice Yoga & Meditation and would be assessed as above.

**ELECTIVES**

**L T P C**

**FINANCE SPECIALIZATION**

12MF01	Banking System and Practices	3	0	0	3
12MF02	Financial Derivatives	3	0	0	3
12MF03	Merchant Banking and Financial Services	3	0	0	3
12MF04	Mergers, Acquisitions and Restructuring	3	0	0	3
12MF05	Project Finance	3	0	0	3
12MF06	Security Analysis and Portfolio Management	3	0	0	3
12MF07	Business Taxation	3	0	0	3
12MF08	Infrastructure Financing	3	0	0	3

**MARKETING SPECIALIZATION**

12MM01	Advertising and Promotion Management	3	0	0	3
12MM02	Brand Management	3	0	0	3
12MM03	Consumer Behaviour	3	0	0	3
12MM04	Marketing Channels	3	0	0	3
12MM05	Retail Management	3	0	0	3
12MM06	Rural Marketing	3	0	0	3
12MM07	Services Marketing	3	0	0	3

**HUMAN RESOURCE SPECIALIZATION**

12MH01	Industrial Relations and Labour Laws	3	0	0	3
12MH02	Managerial Behaviour and Effectiveness	3	0	0	3
12MH03	Organizational Change and Intervention Strategy	3	0	0	3
12MH04	Performance Management	3	0	0	3
12MH05	Behaviour Modification and Management	3	0	0	3
12MH06	Training and Development	3	0	0	3
12MH07	Competency Mapping and Development	3	0	0	3

**SYSTEMS SPECIALIZATION**

12MS01	Information Systems Design and Development	3	0	0	3
12MS02	e-Commerce	3	0	0	3
12MS03	Business Intelligence	3	0	0	3
12MS04	Knowledge Management	3	0	0	3
12MS05	Decision Support System	3	0	0	3
12MS06	Relational Database Management Systems	3	0	0	3
12MS07	Content Management and Electronic Publishing	3	0	0	3



**L T P C**

**OPERATIONS MANAGEMENT SPECIALIZATION**

12MO01	Business Process Re-Engineering	3	0	0	3
12MO02	Advanced Maintenance Management	3	0	0	3
12MO03	Lean Manufacturing	3	0	0	3
12MO04	Purchasing and Materials Management	3	0	0	3
12MO05	Service Operations Management	3	0	0	3
12MO06	Supply Chain and Logistics Management	3	0	0	3
12MO07	Total Quality Management	3	0	0	3

**COMMERCIAL BANK MANAGEMENT SPECIALIZATION**

12MC01	Fundamentals of Commercial Bank Management	3	0	0	3
12MC02	Resource Mobilization - Deposits	3	0	0	3
12MC03	Resource Deployment – Small Loans	3	0	0	3
12MC04	Resource Deployment – Commercial Advances	3	0	0	3
12MC05	Export and Import Financing	3	0	0	3
12MC06	Management of Non-Performing Assets	3	0	0	3
12MC07	Risk Management in Banks	3	0	0	3

**SPECIAL SELF STUDY ELECTIVE**

12MG01	Disaster Management	3	0	0	3
12MG02	Environmental Management	3	0	0	3
12MG03	Business Ethics	3	0	0	3

**12MB11                      MANAGERIAL ECONOMICS**

**4 0 0 4**

**Objectives**

- To give an insight into demand and supply analysis, forecasting and decision making.
- To provide students with a basic understanding of various Market structures.
- To provide students with a basic understanding of the Macro Economic concepts and Indian Government's Stabilization policies.

**Course Outcomes**

- Analyze the economic environment for creating a favourable impact on business entities.
- Apply the economical concepts in day to day running of business.
- Able to apply the economic knowledge gained for developing strategies.

**Skill sets**

- Skill of taking right decisions considering the environmental factors.
- Workout and develop strategies according to the demand, supply and market structure.
- Analyze the impact of inflation in business and taking appropriate decisions and manage the ups and downs of business cycle
- Effective allocation of resources.

**UNIT - I**

**Introduction**

Objectives of Organizations, Business Decision Making, Production Possibility Curve, Opportunity Cost, Marginal Analysis, Economy & Diseconomy of scale.

*Stake holder's welfare maximization*

**11 Hours**

**UNIT - II**

**Demand and Supply**

Demand Function, Law of Demand, Demand Shift, Elasticity of Demand, Demand Forecasting, Supply Function, Law of Supply, Supply Shift, Equilibrium price determination.

*Barometric Indicators*

**12 Hours**

**UNIT - III**

**Market Structure**

Market Structure; Perfect Competition, Monopoly, Monopolistic Competition, Oligopoly.

*Non-Price Competition*

**12 Hours**

**UNIT – IV**

**National Income**

Circular flow of Income and Expenditure, Measurement of National Income, GNP, GDP, Per-Capita Income, Alternate approaches to Measurement of Well being.

*Gini Co-efficient*

**12 Hours**

**UNIT – V**

**Economic Indicators**

Price Indices, Inflation, Employment Rate, Prices and Wages, Deflation, Business Cycle and Stabilization Policies, Limitations and Effectiveness of monetary and Fiscal policies, Budget.

*Economical aspects of Taxation*

**13 Hours**

**Total: 60 Hours**

**References**

1. Geetika, Piyali Ghosh and Purba Roy Choudhury “*Managerial Economics*”, New Delhi: Tata McGraw-Hill, 2011.
2. Samuelson and Nordhaus, “*Economics*”, New Delhi: Tata McGraw Hill, 2010.
3. D.N.Dwivedi, “*Macro Economics Theory and Policy*”, New Delhi: Tata McGraw Hill, 2010.
4. Richard G. Lipsey and K. Alec Chrystal, “*Economics*”, New Delhi: Oxford, 2007.
5. Mankiw, “*Principles of Economics*”, New Delhi: Thomson Learning, 2011.

12MB12

**DATA ANALYSIS FOR DECISION MAKING**

**3 1 0 4**

**Objectives**

- To enable the students to have an insight into basic statistical techniques.
- To gain an understanding about hypothesis testing, using tools such as Z test, F test, ANOVA, chi-square tests, regression & correlation analysis and non parametric tests.
- To enable the students to draw conclusions from the analyses for better decision making.

**Course Outcomes**

- Able to analyze the collected information using descriptive and inferential statistics to interpret the collected data.
- Able to use univariate and bivariate statistical tools for analysis of collected data.
- Able to apply non-parametric test for drawing meaningful conclusions.

**Skill sets**

- Interpret the collected data using statistical tools and establish statistical significance.
- Forecast the future sales / profit and other variables using correlation and regression.
- Test the significance of variation using z and t test for arriving at meaningful conclusions.
- Use non-parametric test for deriving inferences for decision making.

**UNIT - I**

**Introduction:**

Population Parameters, Sample Statistics, Point and Interval Estimation

**Descriptive Statistics**

Measures of Central Location - Mean, Median, Mode, Percentiles and Quartiles, Measures of Variability- Range, Inter-Quartile Range, Variance, Standard Deviation, Measures of Relative Location and Detection of Outliers, Z-Scores. Frequency and Relative Frequency Distributions, Cumulative Frequency and Cumulative Relative Frequency Distribution.

*Pie chart*

**12 Hours**

**UNIT - II**

**Experiments and Sample Space**

Experiment and Sample Space, Events and Operations with Events, Basic Probability Rules, Probability of an Event, Binomial Distribution, Normal Distribution.

*Random numbers*

**12 Hours**

**UNIT - III**

**Correlation and Regression**

Dependent vs. Independent Variables, Concept of Bivariate Data, Correlation Coefficient (Pearson and Spearman's Rank Correlation), Interpretation of Covariance, Simple Linear Regression.

*Spurious correlation*

**12 Hours**

**UNIT - IV**

**Parametric Tests**

z- Test, t-test (One Sample and Two Sample) and ANOVA (One Way) – Basic computation.

*Level of significance*

**12 Hours**

**UNIT - V**

**Non Parametric Tests**

Chi-Square Test: Goodness of Fit Test, Test of Independence of Attributes, Mann-Whitney U Test, Wilcoxon Rank sum Test and Kruskal-Wallis Test.

*Parametric vs. Non Parametric tests*

**12 Hours**

**Total: 45+15 Hours**

**References**

1. G.Beri, "Business Statistics", New Delhi: Tata McGraw Hill, 2009.
2. Keller, "Statistics for Management", New Delhi: Cengage Learning (Thompson), 2009.
3. R.I. Levin and D S.Rubin, "Statistics for Management", New Delhi: Prentice Hall of India, 2011.
4. Ronald E Walpole, Raymond H Myers, Sharon L Myers, and Keying Ye, "Probability and Statistics for Engineering and Scientists", Noida: Pearson Education, 2010.
5. P. R.Hooda, "Statistics for Business and Economics", New Delhi: Tata McGraw Hill, 2010.

12MB13

**ORGANIZATIONAL BEHAVIOUR**

4 0 0 4

**Objectives**

- To enable the students to comprehend the contemporary organizational behavior theories.
- To help them understand methods of motivating and rewarding individuals and groups.
- To familiarize the students with organizational culture and help them to manage change.

**Course Outcomes**

- Able to apply behavioural theories for managing employee's behaviour.
- Able to analyze what motivates employees and adopt appropriate motivation strategies.
- Able to initiate, manage and implement changes in organization.

**Skill Sets**

- Influence and moderate the work behaviour of different personalities.
- Solving complex issues by adopting proper conflict management styles.
- Develop a conducive organizational culture.
- Acting as a change agent and implement changes in organization.

**UNIT - I**

**Introduction**

Meaning and Importance of Organizational Behaviour (OB), Contributing Disciplines, Challenges and Opportunities for OB, Personality: Determinants and Attributes, Values and Attitudes, Components and Functions of Attitudes.

*Locus of control*

**12 Hours**

**UNIT - II**

**Motivation and Group Behaviour**

Motivation, Basic Concepts, Motivation Theories, Problems in Motivation, Group Dynamics, Types of Groups, Group Norms and Cohesiveness, Group Roles.

*Self actualization*

**12 Hours**

**UNIT – III**

**Employment Relationship and Conflict Management**

Employment Relationship and Career Dynamics, Conflict Process, Sources of Conflict, Structural Approach to Conflict Management, Resolving Conflict through Negotiation

*ZOPA*

**12 Hours**

**UNIT - IV**

**Organizational Culture**

Organizational Culture, Elements of Organizational Culture, Organizational Culture and Performance , Changing and Strengthening Culture , Organizational Socialization.

*Globalization and culture*

**12 Hours**

**UNIT - V**

**Organizational Dynamics**

Organizational change – Forces for change, Resistance to change, Overcoming resistance to change, Change agents. Organizational Development, Organizational Development intervention.

*Implementing change*

**12 Hours**

**Total: 60 Hours**

**References**

1. P.Stephen Robbins, “*Organizational Behaviour*”, New Delhi: Prentice Hall India, 2011.
2. Mcshane L Steven, Von Glinow Mary, and Ann Sharma R. Radha., “*Organizational Behaviour*”, New Delhi: Tata McGraw Hill, 2009.
3. Uma Sekaran, “*Organizational Behaviour*”, New Delhi: Tata McGraw Hill, 2009.
4. Hellriegel and Slocum., “*Organizational Behaviour*”, New Delhi: Thomson South Western, 2011.
5. Fred Luthans, “*Organizational Behaviour*”, New Delhi: Tata McGraw Hill, 2010.

12MB14

**FINANCIAL AND MANAGEMENT ACCOUNTING**

**3 1 0 4**

**Objectives**

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

**Course Outcomes**

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

**Skill Sets**

- Preparation of Final Account statements applying GAAP.
- Compute and use various ratios to measure financial strength of a company through inter and intra firm comparisons.
- Scientifically apportion the overheads and other costs across various products.
- Decide on the product mix, make or buy, accept or reject criterion.

**UNIT - I**

**Introduction**

Introduction, Meaning, Branches and Objectives of Accounting, Concepts and Conventions of Accounting, GAAP, An Overview of Journal, Ledger, Trial Balance, Preparation of Trading and Profit & Loss Account and Balance Sheet.

*Depreciation*

**13 Hours**

**UNIT - II**

**Financial Statements**

Financial Statements, Characteristics, Limitations, Financial Statement Analysis, Methodical Classification, Ratio Analysis, Fund Flow Statement and Cash Flow Statement (Basic problems)

*Share holder ratios*

**13 Hours**

**UNIT - III**

**Cost Accounting**

Cost Accounting, Meaning and Objectives, Classification and Elements of Costs, Cost Apportionment, Preparation of Cost Sheet, An Overview of Activity Based Costing.

*Opportunity cost*

**11 Hours**

**UNIT - IV**

**Budget and Budgetary Control**

Budget and Budgetary Control, Cash Budget, Functional Budgets and Flexible Budget.

*Zero based budgeting*

**12 Hours**

**UNIT - V**

**Break Even Analysis**

Cost Volume Profit Analysis, Break Even Analysis, Application of Marginal Costing Techniques in Managerial Decision Making.

*Multi product firm and BEP*

**11 Hours**

**Total: 45+15 Hours**

**References**

1. S.N. Maheswari and S.K.Maheswari, "Accounting for Management", New Delhi: Vikas Publishing, 2<sup>nd</sup> Edition, 2010.
2. N.Ramachandran Ram Kumar Kakani, "Financial Accounting for Management", New Delhi: Tata McGraw Hill, 3<sup>rd</sup> Edition, 2011.
3. M.Y. Khan and P.K.Jain, "Management Accounting – Text, Problems and Cases", New Delhi: Tata McGraw Hill, 2011.
4. R.Narayanaswamy, "Financial Accounting - A Managerial Perspective", New Delhi: Prentice Hall India, 4<sup>th</sup> Edition, 2010.

5. Horngren Sundem and Stratton., "*Introduction to Management Accounting*", New Delhi: Prentice Hall India, 15<sup>th</sup> Edition, 2010.

12MB15

**INFORMATION TECHNOLOGY FOR MANAGERS**

**4 0 0 4**

**Objectives**

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

**Course Outcome**

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

**Skill Sets**

- Select the best alternative with the help of Executive Information System.
- Trace the sensitive variables in Decision Making Process.
- Prepare a Process Model for various business functions.
- Develop a prototype information system.

**UNIT - I**

**Foundation Concepts**

Components of Information System – Resources – Activities - Types of Information System: Operations Support Systems - Management Support Systems - Strategic Information System and Other Classifications - Strategic Uses of Information Technology.

*ITES*

**10 Hours**

**UNIT - II**

**Management Information Systems**

Functional Business Systems: Marketing – Manufacturing - Human Resource – Accounting - Financial Management Systems. Decision Support Systems - What if Analysis - Sensitivity Analysis - Executive Information Systems - Knowledge Management Systems.

*Artificial Intelligence*

**14 Hours**

**UNIT - III**

**Enterprise e – Business Systems**

**Enterprise Resource Planning**

Evolution – Commercial and Open ERP – ERP software development methods -Modules – Selection of ERP Vendors – Implementation – Costs involved – Process Modelling – Business process re-engineering.

*Various ERP Packages*

**14 Hours**

**UNIT – IV**

**e-Commerce**

Definition – Concepts - Scope – Framework - Business Models – Business on the Internet: Placement – Merchandise – Audience size – Presentation – Payment – Security – Fulfillment

*Business model of Amazon.com*

**12 Hours**

**UNIT - V**

**Developing Business / IT Solutions**

Systems Development Life Cycle, Prototyping, System Analysis, Systems Design, Implementation.

*Software Testing*

**10 Hours**

**Total: 60 Hours**

**References**

1. James A O Brien and George Marakas “Management Information Systems”, Tata McGraw Hill Edition, Tenth Edition,2010.
2. Kenneth C Laudon, and Jane P.Laudon, “Management Information Systems”, Pearson Edition, 11<sup>th</sup> Edition, 2011.
3. Haag, Cummings, and Mccubbrey, “Management Information Systems for the Information Age”, Tata McGraw Hill: Third Edition, 2006.

4. Bret Wagner and Ellen Monk, "Enterprise Resource Planning", New Delhi: Cengage Learning, Third Edition, 2008.
5. Jeffrey F. Rayport and Bernard J. Jaworski, "Introduction to e-commerce", Tata McGraw-Hill, New Delhi, 2005.



12MB16

LEGAL ASPECTS OF BUSINESS

4 0 0 4

**Objectives**

- To instill in the students an awareness of legal framework within which the businesses function.
- To understand the basics of various Direct and Indirect Tax regimes and their implications.
- To gain an insight into Consumer Protection Act and Cyber Law.

**Course Outcomes**

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

**Skill Sets**

- Develop an agreement for entering into contract.
- Creating legal documents pertaining to business dealings by organizations.
- Deal with issues relating to incorporation of companies.
- Calculation of various taxes.

**UNIT - I**

**Law of Contract**

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

*Draft contract*

**12 Hours**

**UNIT - II**

**Sale of Goods**

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

*Caveat emptor*

**12 Hours**

**UNIT - III**

**Negotiable Instruments Act**

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

*Imprisonment*

**12 Hours**

**UNIT - IV**

**Companies Act**

An overview of Types of firm ownership, Companies Act, Incorporation, Types of Companies, Articles and Memorandum of Association, Prospectus, Borrowing Powers of the Company, Board of Directors .

*Auditors Meeting*

**12 Hours**

**UNIT - V**

**Taxes**

Direct taxes, Corporate tax, Indirect Taxes, Sales Tax, Service Tax, Value Added Tax(VAT), Goods and Services Tax (GST), Customs and Excise Duties, Concepts and Applicability. Consumer Protection Act

*Introduction to Cyber Law*

**12 Hours**

**Total: 60 Hours**

**References**

1. Akhileshwar Pathak, “*Legal Aspects of Business*”, New Delhi: Tata McGraw Hill, 2009.
2. P. C.Tulsian, “*Business and Corporate Law for CA PE – IP*”, New Delhi: Tata McGraw Hill, 2005.
3. Avtar Singh, “*Company Law*”, Lucknow: Eastern Book Co, 2007.
4. Satish B. Mathur, “*Business Law*”, New Delhi: Tata McGraw Hill, 2010
5. S.Yatindra, “*Cyber Laws*”, New Delhi: Universal Law Publishing Co, 2010.

12MB17

EXECUTIVE COMMUNICATION

0 0 4 2

**Objectives**

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

**Course Outcomes**

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

**Skill sets**

- Draft positive, neutral and negative messages.
- Make effective oral presentations.
- Prepare reports and draft intra organizational correspondence like memos, notices and agenda.
- Exhibit appropriate kinesics for building effective inter-personal relationships.

**UNIT - I**

**Written Communication**

Writing Business Letters (Real life corporate scenario) and Developing Messages, Neutral and Positive Messages, Negative and Persuasive Messages, email etiquettes, press release.

*Sales letters*

**12 Hours**

**UNIT - II**

**Verbal Communication**

Verbal Communication and Presentation Skills (Real life corporate scenario), Listening Techniques.

*Barriers in listening*

**12 Hours**

**UNIT - III**

**Communication in Organizations**

Memos, Notice, Agenda, Minutes Documentation (Real life corporate scenario), Writing Reports and Proposals.

*Research reports*

**12 Hours**

**UNIT - IV**

**Non-Verbal Communication**

Body Language - Kinesics, Oculistics, Facial Expressions, Gestures, Postures, Proxemics, Haptics, Paralanguage.

*Cross Cultural Spatial Relationships*

**12 Hours**

**UNIT - V**

Case Presentation

**12 Hours**

**Total: 60 Hours**

**References**

1. Lesikar V Ramond and Flatley E Marie, "Basic Business Communication: Skills for Empowering the Internet Generation", New Delhi: Tata McGraw Hill, 2009.
2. R.C. Sharma and Krishnamohan, "Business Correspondence and Report Writing", New Delhi: Tata McGraw Hill, 2010.
3. Kaczmarek Kyo Stephen and Locker O Kitty, "Business communication: Building Critical Skills", New Delhi: Tata McGraw Hill, 2008.
4. Matthu Kutty M. Monipally, "Business Communication Strategies", New Delhi: Tata McGraw Hill, 2006.
5. Courtland L. Bovee, John V. Thill and Abha Chatterjee, "Business Communication Today", New Delhi: Pearson, 2010

**12MB18 YOGA AND MEDITATION**

**0 0 2 0**

**Objectives**

- To impart harmony between the human body, Mind, soul and nature.
- To improve the life style of a Person by enhancing the personality.
- To imbibe the ability to practice Yoga and meditation lifelong.

**UNIT - I**

**Yoga and Physical Health**

Physical structure of human body, Simplified physical exercises: Hand, leg, neuromuscular breathing, Eye, Kabalpathi, Maharasana (part I and II), Massaging, Acupressure and relaxation.

**6 Hours**

**UNIT - II**

**Art of Nurturing life force and Mind**

Maintaining youthfulness, Sex and Spirituality, Ten Stages of Mind, Mental frequency.

**6 Hours**

**UNIT - III**

**Sublimation**

Purpose of life, Analysis of Thought, Moralization of Desire, Neutralization of Anger.

**6 Hours**

**UNIT - IV**

**Human Resource Development**

Eradication of Worries, Self realization, Benefits of Blessings, Greatness of Friendship, Individual Peace.

**6 Hours**

**UNIT - V**

**Law of Nature**

Cause and effect system, purity of Thought and Deed, Love and Compassion, Cultural values.

**6 Hours**

**Total: 30 Hours**

**References**

1. Vethathri Maharishi, "*Yoga for Modern Age*", Vethathri Publishers, 1972.
2. Vethathri Maharishi, "*Journey of Consciousness*", Vethathri Publishers, 1992.
3. Vethathri Maharishi, "*Simplified Physical Exercise*", Vethathri Publishers, 1977.
4. Vethathri Maharishi, "*Genetic Centre*", Vethathri Publishers, 2000.
5. Vethathri Maharishi, "*United Force*", Vethathri Publishers, 1995.

12MB21

**DECISION MODELS AND MANAGEMENT SCIENCE**

**3 1 0 4**

**Objectives**

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

**Course outcomes**

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

**Skill sets**

- Identify the optimal mix to maximize profit or minimize cost.
- Minimizing the cost by identifying the shortest route and manage the cost efficiency by applying replacement models.
- Select the best alternative among the feasible alternatives.
- Optimization of resources using appropriate waiting line model.

**UNIT - I**

**Linear Programming**

Linear Programming, Formulation, Solving LPP: Graphical method, Simplex method.

*Introduction to DEA*

**13 Hours**

**UNIT - II**

**Transportation and Assignment**

Transportation and assignment models: Transportation problems-North-West Corner Solution, Least cost, Assignment Problem: Hungarian method.

*Travelling salesmen*

**11 Hours**

**UNIT - III**

**Network Techniques**

Introduction- Phases of project management, Guidelines for network construction-Critical Path Method-CPM float calculations-PERT analysis.

*Network components*

**13 Hours**

**UNIT - IV**

**Decision Theory**

Decision making under risk, Expected Monetary Value approach, Decision Trees.

*Decision making under uncertainty*

**12 Hours**

**UNIT - V**

**Waiting line models**

Waiting line models: Features and Terminologies, Solution to the practical problems on (M/M/1): (FCFS /  $\infty$  /  $\infty$ ) model.

*Queuing theory*

**11 Hours**

**Total: 45+15 Hours**

**References**

1. Hamdy A Taha, "Operations Research – An Introduction", New Delhi: Pearson Education, 2009.
2. J.K.Sharma, "Operations Research - Theory and Application", Noida: Mac Millan India, 2010.
3. N.D.Vohra, "Quantitative Techniques in Management", New Delhi: Tata McGraw Hill Publishing Co. Ltd, 2007.
4. R.Paneerselvam, "Operations Research", New Delhi: Prentice Hall of India, 2008.
5. Frederick S.Hillier and Gerald J . Lieberman, "Operations Research", New Delhi: Tata McGraw Hill, 2005.

**12MB22 PRODUCTION MANAGEMENT**

**3 1 0 4**

**Objectives**

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

**Course Outcomes**

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

**Skill sets**

- Selecting the right location, right layout and planning for right capacity in establishing a plant.
- Preparation of Master production schedule and perform Materials requirements planning.
- Use appropriate inventory management techniques for better and hassle free inventory control.
- Capable of undertaking time study and use the results to increase the productivity of the workers.

**UNIT - I**

**Introduction**

Production and Operations Management: Need, Objectives, Evolution and Functions of Production Management. Production Systems and Characteristics: Job, Batch, Mass, Continuous Flow, Group technology  
*Cellular manufacturing*

**11 Hours**

**UNIT - II**

**Production Layout**

Facility Layout: Product, Process Layout, Cellular Layout, Fixed Position Layout. Line Balancing (Problem), Location Decision: Factors Affecting Location Decision.  
*Centre of gravity model*

**12 Hours**

**UNIT - III**

**Process Planning**

Process Planning: Characteristics and Functions, Aggregate planning: Definition, Methodology. Master Production Schedule, Material Requirement Planning, Capacity Requirement Planning: Methodology. Manufacture Resource Planning (MRP) II.  
*Product tree*

**13 Hours**

**UNIT - IV**

**Inventory Management**

Independent Demand model: Economic Order Quantity (EOQ) Model (problems). Types of Inventory control - P System, Q System, Techniques of Inventory control: ABC Analysis (problem), Just in Time (JIT), KANBAN.  
*Andons*

**13 Hours**

**UNIT - V**

**Work Measurement Techniques**

Work Measurement Techniques: Time Study, Method, Time Measurement (MTM), Work Sampling (problems), Lean Manufacturing: 7 Wastes, Single Piece Flow, Single Minute Exchange of Die (SMED).  
*Motion study*

**11 Hours**

**Total: 45+15 Hours**

**References**

1. Norman Gaither and Greg Frazier., “*Operations Management*”, New Delhi: Thomson Learning Inc, 2010.
2. Kanishka Bedi, “*Production and Operations Management*”, New Delhi: Oxford University Press, 2011.
3. S.N.Chary, “*Production and Operations Management*”, New Delhi: Tata McGraw Hill, 2009.
4. Byron J Finch, “*Operations Now*”, New Delhi: Tata McGraw Hill, 2007.
5. Chase Jacobs, Aquilano, and Agarwal, “*Operations Management for Competitive Advantage*”, New Delhi: Tata McGraw Hill, 2005.

12MB23

MARKETING MANAGEMENT

4 0 0 4

**Objectives**

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

**Course Outcomes**

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

**Skill sets**

- Gain the skill to assess and respond to the impact of external environmental factors by formulating appropriate marketing strategies.
- Acquire the skill of drafting a segmentation statement and select appropriate positioning strategy.
- Assess understand and influence purchase behavior of individual and organizational consumers.
- Gain the skill of developing and price new products that meet customer needs.

**UNIT - I**

**Introduction**

Marketing – Marketing Management – Core concepts - Marketing of Services - Philosophies of Marketing Management – The Marketing Environment.

*Green Marketing*

**10 Hours**

**UNIT - II**

**STP and Buyer Behaviour**

Market Segmentation: Levels – Importance – Procedures - Bases for Segmentation – Targeting Strategies – Positioning: Differentiation Strategies - Positioning Strategies - Individual Buyer Behaviour: Model - Buying Decision Process - Buyer Roles - Buying Influences - Organizational Buyer Behaviour: Process - Major influences.

*Demographic profiling*

**14 Hours**

**UNIT – III**

**4 Ps of Marketing – Product**

Product Classification - Product Levels – Product Hierarchy - New Product Development: Process - Adoption Process - Product Life Cycle – Branding: Brand Name Decision - Brand Strategy Decision.

*Brand identity prism*

**12 Hours**

**UNIT – IV**

**4 Ps of Marketing – Pricing, Place**

Pricing: Methods - Initiating Price Changes - Responding to Price Changes. Marketing Channels: Channel Functions - Channel Levels - Channel Design Decisions - Channel Management..

*Value Delivery Network*

**14 Hours**

**UNIT - V**

**4 Ps of Marketing – Promotion**

Marketing Communication: Process - Developing Effective Communications - Advertising - Developing effective Advertising Programs - Forms of Advertising – Appeals - Sales Promotion.

*DAGMAR*

**10 Hours**

**Total:60Hours**

**References**

1. Philip Kotler, Kevin Lane Keller, Abraham Koshy, and Mithileswar Jha., “Marketing Management – A South Asian Perspective”, Noida: Pearson, 2009.
2. Zikmund D’Amico, “Marketing”, New Delhi: Thomson South Western, 2009.
3. V.S. Ramaswamy and S.Namakumari, “Marketing Management Planning Implementation and Control - The Indian context”, Noida: Macmillan India, 2010.
4. O’Guinn, Allen and Semenik., “Advertising and Brand Promotion”, New Delhi: Thomson South Western, 2011.

5. Louis W Stern, Adel I El Ansary, and Anne T Coughlan., "*Marketing Channel*", New Delhi: Prentice Hall of India, 2006.

12MB24

FINANCIAL MANAGEMENT

3 1 0 4

**Objectives**

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

**Course Outcomes**

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

**Skill Sets**

- Apply the outcome of capital budgeting for managerial decision making under capital rationing.
- Apply operating and financial leverages to strike a fine balance between shareholders' and lenders' interests.
- Scientifically estimate the weighted average cost of capital for maximizing the firms profits.
- Estimate and decide the various sources of working capital.

**UNIT - I**

**Introduction**

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

*Annuity*

**10 Hours**

**UNIT - II**

**Principles of Capital Budgeting**

Principles and Nature of Capital Budgeting, Evaluation Techniques: Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Profitability Index.

*Project selection under Capital Rationing*

**13 Hours**

**UNIT - III**

**Cost of Capital and Capital Structure**

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

*Hurdle Rate*

**13 Hours**

**UNIT - IV**

**Dividend Theory**

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

*Dividend yield*

**13 Hours**

**UNIT -V**

**Principles of Working Capital**

Principles and Determinants of Working Capital, Operating Cycle, Estimation of Working Capital.

*GMC vs. NNC*

**11 Hours**

**Total: 45+15 Hours**

**References**

1. I.M.Pandey, "Financial Management", New Delhi: Vikas Publishing House Pvt. Ltd., Ninth Edition - 2011.
2. M.Y. Khan and P. K.J ain, "Financial Management- Text, Problems and Cases", New Delhi: Tata McGraw Hill Publishing Company Ltd, 2011.
3. Prasanna Chandra, "Financial Management- Theory and Practice", New Delhi: Tata McGraw-Hill Publishing Company Ltd, 2010.
4. James C. Van Horne, "Financial Management & Policy", New Delhi: Prentice Hall of India, Twelfth Edition - 2008.
5. Rajiv srivastava and Anil Misra, "Financial Management", Noida: Oxford University Press, Chennai, 2009.



12MB25

HUMAN RESOURCE MANAGEMENT

4 0 0 4

**Objectives:**

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

**Course outcomes**

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

**Skill sets:**

- Developing job description and specification format.
- Selecting right recruitment techniques depending on the job profile.
- Preparing performance appraisal reports and appropriate incentive schemes.
- Working with diverse groups.

**UNIT - I**

**Introduction**

Nature and Scope of Human Resource Management (HRM), Meaning and Definition of HRM, Objectives and Functions of HRM, Models of HRM, HRM in the changing environment.

*HRIS*

**10 Hours**

**UNIT - II**

**Human Resource Planning**

Human Resource Planning, Job Analysis, Job Description, Job Specification, Recruitment, Selection, Induction, Placement.

*Referrals*

**12 Hours**

**UNIT - III**

**Training and Development**

Training and Development, Principles of Learning, Objectives, Training need Analysis, Training Methods, Management Development: Meaning, Scope, Objectives and Methods.

*Training evaluation methods*

**13 Hours**

**UNIT - IV**

**Performance Management and Reward**

Performance Appraisal, Process, Methods, Factors that Distort Appraisal, Wage and Salary Administration, Principles and Techniques of Wage Fixation, Job Evaluation, Incentive Schemes.

*Carrot and stick approach*

**13 Hours**

**UNIT - V**

**International HRM**

Domestic versus international Human Resource management, Perspective of International Human Resource Management.

*Practices in International Human Resource management*

**12 Hours**

**Total: 60 Hours**

**References**

1. K.Aswathappa, “*Human Resource and Personnel Management – Text and Cases*”, New Delhi: Tata McGraw Hill, 2010.
2. Biswajeet Pattanayak, “*Human Resource Management*”, New Delhi: Prentice Hall of India, 2010.
3. Gary Dessler, “*Human Resource Management*”, New Delhi: Prentice Hall of India, 2010.
4. Bernardin H John, “*Human Resource Management – An experiential Approach*”, New Delhi: Tata McGraw Hill, 2006.
5. Cascio H Wayne, “*Managing Human Resources – Productivity, Quality of Work Life and Profits*”, New Delhi: Tata McGraw Hill, 2010.

12MB26

RESEARCH METHODOLOGY IN MANAGEMENT

3 1 0 4

**Objectives**

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

**Course Outcomes**

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

**Skill sets**

- Identify problem, define objectives and select suitable research design.
- Develop measurement tools and test for its validity and reliability.
- Collect data adopting appropriate methods and prepare the data for further analysis.
- Use multivariate tools for interpreting the data and prepare research reports.

**UNIT - I**

**Types of Research and Research Design**

Introduction to Research: Types of Research, Research Process, Problem Definition and Objective Formulation.  
Research Design: Exploratory, Descriptive and Causal Research Design.

*Post Facto Research*

**12 Hours**

**UNIT - II**

**Measurement and Scaling**

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

*MDS*

**11 Hours**

**UNIT - III**

**Data Collection Methods and Sampling**

Data Collection Methods: Primary Data Collection Methods, Guidelines for Questionnaire Design, Secondary and Special Data Collection Methods, Advantages and Disadvantages of various Data Collection Methods, Data Preparation: Editing, Coding, Transcribing, Data Cleaning. Sampling Techniques: Probability and Non-Probability Sampling Methods, Determination of Sample Size.

*Hypothesis Development and Testing*

**14 Hours**

**UNIT - IV**

**Multivariate Statistical Techniques**

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

*Bivariate Vs. Multivariate techniques*

**12 Hours**

**UNIT - V**

**Report Writing**

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

*Executive summary*

**11 Hours**

**Total: 45+15 Hours**

**References**

1. Donald R. Cooper and Pamela S. Schindler, "Business Research Methods", New Delhi: Tata McGraw Hill Publishing Company Limited, 2010.
2. Uma Sekaran, "Research Methods for Business", New Delhi: Wiley India, 2009.
3. William G. Zikmund, "Business Research Methods", New Delhi: Thomson Learning, 2010.
4. Rajendra Nargundkar, "Marketing Research, Text and Cases", New Delhi: Tata McGraw Hill Publishing Company Limited, 2010.
5. Naresh K. Malhotra, "Marketing Research – An Applied Orientation", Noida: Pearson Education, 2009.

12MB27

BUSINESS APPLICATION SOFTWARE

0042

**Objectives**

- To familiarize students on the features of MS Word and Power Point.
- To enable the students to use Excel, Access and Tally in the area of critical evaluation and data base management.
- To enable the students to be proficient in applying SPSS in Business Research.

**Course Outcomes**

- Capable of creating a Word document effortlessly.
- Able to apply various excel features for data analysis and interpretation.
- Capable of analyzing the output generated by the Tally and SPSS packages for decision making.

**Skill Sets**

- Developing a Mail Merger for mass communication.
- Preparation of Business presentations using power point.
- Scientifically evaluate business data for decision making.
- Use ratio tools in Tally for interpreting financial results.
- Perform descriptive and inferential statistical tests using SPSS for efficient decision making.

**UNIT – I**

**MS Word & Power Point**

Word: Create, Modify and Save -Changing the Look of Text - Create, Apply and Edit Styles - Insert Comments, Footnote, Endnote & Bookmarks - Merge Documents – Tables - Sort Records - Use Pictures and Charts - Mail Merge, Generate Labels.

*Designing booklets*

PowerPoint: Creating Presentations, Apply Design Template, Slide Transitions, Custom Animation, Hyperlink, Speaker Notes, Print Handouts, and Screen Navigation Tools-

*PPT to video conversion*

**12 Hours**

**UNIT – II**

**MS Excel**

Excel: Create, Modify and Save a Spreadsheet, Appearance/ Format of Text and Numbers in Cells, Templates, Formatting Numbers, Computations in Cells, In Built Functions, Conditional Formats, Using Multiple Workbooks, Sorts, Data Filters, Pivot Table, Create and Modify Graphs and Charts-

*Payroll calculation and budgeting*

**12 Hours**

**UNIT - III**

**MS Access**

Access: Create Database, Table Relationship, Primary Key, Modify Field Properties, Find and Sort Records, Data Types, Create and Modify Forms, Enter Records Using Form, Delete Records From Table, Control Toolbox, Calculated Control, Apply and Remove Filters, Create Calculated Field , Create Report, Format Properties , Query –

*Building customer database*

**12 Hours**

**UNIT - IV**

**Tally**

An Overview of Accounting Package Tally - Creating Company, Masters, Ledgers, Vouchers - Recording Transaction: Receipt, Payment, Sales, Purchase, Contra, Credit Note, Debit Note - Report Generation-

*Preparation of Accounting statements*

**12 Hours**

**UNIT – V**

**SPSS**

Introduction: An Overview of SPSS,SPSS Environment, Preparation of Data Files, Data Screening, Data Transformation –Descriptive Statistics: Frequencies, Bar Charts, Histograms, Percentiles, Normal Distribution, Measures of Central Tendency, Dispersion, Skewness and Kurtosis, and Standard Error–Inferential Statistics: Chi-Square Analyses, t Test, One Way ANOVA, Non Parametric Tests equivalent to Parametric Tests -

*Defining Variables and Building Data File*

**12 Hours**

**Total: 60 Hours**

**References**

1. Joyce Cox, "The 2007 Microsoft Office System Step by Step", Microsoft Press, 2007
2. Curtis D. Frye, Microsoft Office Excel 2007 Step by Step, Microsoft Press, 2007
3. Steve Lambert, M. Dow Lambert III, and Joan Preppernau, "Microsoft Office Access 2007 Step by Step", Microsoft Press, 2007
4. A.K. Nandhini and K. K. Nandhini , "Implementing Tally 9.0", New Delhi: BPB Publications,2009
5. Carver and Nash, "Data Analysis with SPSS Version 17", New Delhi: Cengage Learning, 2011

**12MB32 STRATEGIC MANAGEMENT**

**4 0 0 4**

**Objectives**

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

**Course Outcomes**

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

**Skill Sets**

- Analyze and develop strategies for corporations.
- Evolve strategies to competitive environments.
- To gain insight in implementation and control of strategic policies.
- Focus on future to sustain and increase the market share.

**UNIT - I**

**Introduction**

Strategy: Strategic Management Process, Model of Strategic Management, Intended and Emergent Strategies, Strategic Leadership.

*Strategic Decision Making*

**11 Hours**

**UNIT - II**

**Environmental Analysis**

Porter's Five Forces Model, Strategic Groups, Competitive Changes during Industry Life Cycle, Resources, Capabilities and Competencies, Generic Building Blocks of Competitive Advantage.

*Sustaining Competitive Advantage*

**13 Hours**

**UNIT - III**

**Strategies**

Global and International Strategies, Corporate Strategies, Vertical Integration, Diversification, Strategic Alliances, TOWS, BCG, GE Matrix, Building and Restructuring the Corporation, Business Level Strategies, Functional Level Strategies.

*Mc Kinsey's 7S Frame Work*

**12Hours**

**UNIT - IV**

**Organizational Structure and Control**

Designing Organizational Structure, Strategy Implementation Process, Designing and Establishing Strategic Control System, Balanced Score Card Approach, Matching Structure and Control to Strategy.

*Strategic Change*

**13 Hours**

**UNIT - V**

**Emerging Thoughts on Strategy**

Exposure to Strategic thoughts, Competing for the Future , Blue Ocean Strategy.

*Fortune at Bottom of the Pyramid*

**11 Hours**

**Total: 60 Hours**

**References**

1. W. L Charles, Hill & Gareth and R. Jones, *Strategic Management an Integrated Approach*, New Delhi: Biztantra Publishers, 2009.
2. Thomas L Wheelen and J. David Hunger, *Essentials of Strategic Management*, Prentice Hall, 2010.
3. Robert A Pitts and David Lei Thomson, *Strategic Management*, South Western Publishers: 2006.
4. John A Pearce and Richard B Robinson, *Strategic Management*, New Delhi: Tata McGraw Hill, 2008.
5. Azhar Kazmi, *Business Policy and Strategic Management*, New Delhi: Tata McGraw Hill, 2008.

12MB33

**INTERNATIONAL BUSINESS MANAGEMENT**

**4 0 0 4**

**Objectives**

- To enable the students to understand the fundamentals of International business.
- To provide competence to the students on making International business decisions.
- To enable the students to understand the financial and promotional assistance available for exporters.

**Course Outcomes**

- Able to take a business overseas having understood the intricacies of external market.
- Work on suitable external market entry strategies and choose the right market mix.
- Analyze the foreign exchange market and take appropriate measures for export promotion.

**Skill sets**

- Skill of assessing the nations on different parameters and arrive at a decision on feasibility of entering that market.
- Skill of scanning and responding to the dynamic international environment.
- Withstanding the pressures and maintaining the profitability amidst the fluctuations of the foreign exchange market.
- Skill of strategically using the export promotion assistance for the benefit of the firm.

**UNIT - I**

**Introduction**

Definition, Drivers of International Business, Domestic Vs. International Business, Trade and Investment Theories :Interventionist Theories, Free Trade Theories, Theories Explaining Trade Patterns: PLC Theory, The Porter Diamond, Factor Mobility Theory

*Country scan*

**13 Hours**

**UNIT - II**

**Globalization**

Globalization: Implications, Challenges - Protectionism: Tariff Barriers, Non Tariff Barriers- Forms of Integration, Economic, Political, Cultural and Technological Environments

*Anti dumping duty*

**13 Hours**

**UNIT - III**

**Market Strategies**

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

*Culture shock*

**11 Hours**

**UNIT - IV**

**Foreign Exchange**

Balance of Payment, Foreign Exchange Market, Determination of Exchange Rate, Exchange Rate Systems , Convertibility of Currency, Basics of Foreign Exchange Management Act (FEMA)

*Forex and Export / Import*

**12 Hours**

**UNIT - V**

**Export Promotion**

Indian Trade Policy, Export Promotion: EOUs, Special Economic Zones, Export Houses , Financing Foreign Trade - Export Procedures

*Letter of credit*

**11 Hours**

**Total: 60 Hours**

**References**

1. Francis Cherunilam, “*International Business*”, New Delhi: Prentice Hall of India, 2010.
2. John D Daniels, Lee H.Radebaugh, and Sullivan, “*International Business*”, New Delhi: Pearson Education, 2010.
3. K.Aswathappa, “*International Business*”, New Delhi: Tata McGraw Hill, 2010.
4. Hodgetts, Luthans, and Doh, “*International Management*”, New Delhi: Tata McGraw Hill, 2005.
5. Charles W L Hill and Arun Kumar Jain, “*International Business*”, New Delhi: Tata McGraw Hill, 2009.

12MF01

**BANKING SYSTEMS AND PRACTICES**

3 0 0 3

**Objectives**

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

**Outcomes**

- Able to understand Banking Process.
- Able to acquire expertise in the area of Export Credit
- Gain insight into the Electronic Payment System, Net Banking and Mobile Banking

**Skill Sets**

- Evaluate a loan proposal submitted by the customer.
- Assist the customers to choose appropriate financial products.
- Process the Export Finance Documents.
- Adopt the modern technologies in the Banking Services.

**UNIT – I**

**Introduction to Banking**

Role of banks, Brief History of Banking, Structure of banking sector in India, Rationale of Banking Sector Reforms, Basle Committee recommendations.

*Rationale of Banking Sector Reforms*

**9 Hours**

**UNIT – II**

**Deposits and Advances**

Deposits: Banker Customer Relationship, Various Types of Deposits, Advances: Principles of Sound Lending, Methods of Granting Advances, Secured Advances, Modes of Creating Charges, Types of Advances. Bank Guarantees.

*Flexi Deposits*

**10 Hours**

**UNIT – III**

**Priority Sector Lending & NPA Norms**

Rationale of Priority Sector Lending, Different Segments of Priority Sector Advances. DICGCI, Classification of Advances: NPA Norms, Recovery of Advances.

*Current Trend in Advances*

**8 Hours**

**UNIT – IV**

**Export Credit**

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

*Role of ECGC*

**10 Hours**

**UNIT – V**

**Recent Developments in Banking**

Retail Banking, ATM, EFT, Tele Banking, Credit Cards, Debit Cards, Smart Cards, e-banking, Ancillary Businesses: Drafts, MT, TT, Safe Custody.

*Mobile Banking*

**8 Hours**

**Total: 45 Hours**

**References**

1. Jyostna Sethi and Nishwan Bhatia, *Elements of Banking and Insurance*, New Delhi: Prentice Hall of India, 2009.
2. Scott S Macdonald and Timothy W Koch, *Management of Banking*, New Delhi: Thomson Publishing, 2009.
3. Donald R Fraser, Benton E Gup and James W Kolari, *Commercial Banking, The Management of Risk*, Singapore: Wiley, 2005.
4. Peter S Rose, *Commercial Bank Management*, New Delhi: McGraw Hill/Irwin, 2009.
5. David H Buzzell., *Principles of Banking*, USA: American Bankers Associations, 2010.

**12MF02 FINANCIAL DERIVATIVES**

**3 0 0 3**

**Objectives**

- To know about the Derivative Instruments in the Financial Market and role of Stock Exchange.
- To understand the concept of Forward and Futures Contract, Options and Swaps.
- To know about the Commodity Derivative Instruments in India.

**Outcomes**

- Use Forward Contract, Futures Contract, Options and Swap to hedge the unsystematic Risk.
- Able to analyze the Future and Forward Prices.
- Able to calculate the intrinsic value and time value of options.

**Skill Sets**

- Estimate the Currencies and Commodities Financing.
- Hedging the risks using Stock Index Futures.
- Scientifically estimate the impact of the various Derivative Instruments.
- Estimate and decide the various Interest Rate Risks.

**UNIT – I**

**Derivatives**

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

*Rolling Settlement Strike Price*

**9 Hours**

**UNIT – II**

**Futures**

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

*Strike Price*

**9 Hours**

**UNIT – III**

**Options**

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

*Intrinsic Value of derivative instruments*

**10 Hours**

**UNIT – IV**

**SWAP**

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

*Fixed and Floating Interest Rate SWAP*

**9 Hours**

**UNIT – V**

**Evolution of Derivatives Market in India**

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

*Exchange Traded Funds*

**8 Hours**

**Total : 45 Hours**

**References**

1. N.R. Parasuraman, *Fundamentals of Financial Derivatives*, Wiley India's publishing, 2009.
2. S.S.S.Kumar, *Financial Derivatives*, New Delhi: Prentice Hall of India Ltd, 2008.
3. John C Hull, *Options, Futures and other Derivative Securities*, New Delhi: Prentice Hall of India Ltd, 2011.
4. Robert A Strong, *Derivatives an Introduction*, New Delhi: Thomson Publishing, 2005.
5. P. Vijaya Bhasker, and B. Mahapatra, *Derivatives Simplified – An Introduction to Risk Management*, New Delhi: Response Books, 2003.



12MF03

**MERCHANT BANKING AND FINANCIAL SERVICES**

**3 0 0 3**

**Objectives**

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

**Outcomes**

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

**Skill Sets**

- Administering Pre and Post Issue activities.
- Developing a Portfolio in alignment with customers' risk appetite.
- Maintaining compliance reports.
- Evaluating the Tax Implication of Leasing and Hire Purchasing.

**UNIT – I**

**Merchant Banking**

Introduction, Definition, Functions, SEBI Regulations, Registration, Procedure for inspection and action in case of default, Code of conduct and SEBI Guidelines.

*Latest SEBI Amendments*

**9 Hours**

**UNIT – II**

**Issue Management**

Capital Market Instruments, Capital Structure Decisions, Public Issue Management, Marketing New Issue, Post – Issue Activities, Prospectus, Underwriting of Securities.

*Appointment of Intermediaries*

**9 Hours**

**UNIT – III**

**Other Fee Based Management**

Portfolio Management Services, Credit Syndication, Depository Receipts, Credit Rating, Mutual Funds, Housing Finance.

*Active and Passive Portfolio*

**9 Hours**

**UNIT – IV**

**Fund Based Financial Services**

Leasing and Hire Purchasing - Basics, Financial Evaluation and Tax Implication.

*Accounting Procedures*

**10 Hours**

**UNIT – V**

**Other Fund Based Financial Services**

Consumer Finance, Real Estate Financing, Bills Discounting, Factoring and Forfeiting, Venture Capital, Depository (Demat) Services.

*Demat Account*

**8 Hours**

**Total: 45 Hours**

**References**

1. Dr S. Gurusamy ,*Merchant Banking and Financial Services*, New Delhi: Tata McGraw Hill, 2009.
2. M.Y.Khan, *Financial Services*, New Delhi: Tata McGraw-Hill, 2008.
3. Mathews Sasidharan, *Financial Services and System*, Tata McGraw Hill, 2010.
4. Jeff Madura, *Financial Institutions and Markets*, Mason: Thomson South Western, 2010.
5. Meir Kohn, *Financial Institutions and Markets*, New Delhi: Oxford University Press, 2004.

12MF04

**MERGERS, ACQUISITIONS AND RESTRUCTURING**

**3 0 0 3**

**Objectives**

- To understand Mergers and Acquisitions as a powerful tool to build new generation companies to compete successfully in the global markets.
- To describe how Mergers and Acquisitions are financed.
- To know the corporate restructuring process in the business world.

**Outcomes**

- Able to decide the appropriate type of Merger.
- Able to tap the appropriate source of financing for Merger and Acquisition.
- Capable of managing Pre and Post Merger Process.

**Skill Sets**

- Applying SEBI Guidelines and legal frame works at the time of Mergers.
- Determining the Pre Merger and Post Merger Value of a Firm.
- Scientifically estimating the impact of restructuring on the value of the firm.
- Estimating and deciding the various sources of financing for Mergers and Acquisitions.

**UNIT – I**

**Introduction to Mergers**

Meaning, Need and Objectives of Mergers, Acquisitions, Basic Difference between Mergers and Acquisition, SEBI Guidelines, Legal frame work.

*Amalgamation*

**9 Hours**

**UNIT – II**

**Types and Process**

Types of Mergers, Acquisitions and Takeovers, Process of Mergers and Acquisitions, Value Creation.

*Indian Scenario*

**9 Hours**

**UNIT – III**

**Funding**

Funding of Mergers and Acquisitions, Financing Techniques, Various sources of financing.

*Role of Financial Institutions*

**9 Hours**

**UNIT – IV**

**Pre Merger and Post Merger of Firms**

Determining Pre Merger and Post Merger Values of the firms- Valuation of shares, Ascertaining the benefits to the Stakeholders of both the Firms out of Mergers and Acquisition, Problems Faced during the Mergers, Acquisitions and Takeovers.

*Implication of various Methods of Valuation of Firms*

**9 Hours**

**UNIT – V**

**Introduction to Restructuring**

Need and Objectives of restructuring, Process of restructuring, Impact of restructuring on the value of the firm.

*Essentials of Restructuring*

**9 Hours**

**Total : 45 Hours**

**References**

1. Chandrashekar, Krishnamurti, and S.R.Vishwanath, *Merger, Acquisitions and Corporate Restructuring*, New Delhi: Sage publication, 2008.
2. S. Shiva Ramu, *Corporate Growth through Mergers and Acquisitions*, Virginia: Landmark Ltd, 2007.
3. A. Gaugham Patrick, *Mergers, Acquisitions and Corporate Restructuring*, Singapore: John Wiley, 2010.
4. Fred J Weston, Kwang S. Chung, and Susan E. Hoag, *Mergers, Restructuring and Corporate Control*, New Delhi: PHI Learning Private Ltd, 2009.
5. Enrique R. Arzac, *Valuation for Mergers, Buyouts and Restructuring*, New Delhi: Wiley India (P) Ltd, 2010

**12MF05 PROJECT FINANCE**

**3 0 0 3**

**Objectives:**

- Introduce the Students to the Purpose, Principles, Problems, Challenges, Concepts, Techniques, and Practice of Project Management and its various facets.
- Impart skills in Project Planning, Execution and Control Methods.
- Introduce students to Project Management Software and its Applications.

**Outcomes**

- Able to generate and screen the Project Ideas.
- Able to analyze the Market, Technical and Financial feasibility of Projects.
- Capable of implementing and reviewing the Projects.

**Skill Sets**

- Estimating the Project Cash Flows.
- Performing Risk Analysis using various tools.
- Selecting appropriate sources of Project Financing.
- Creating Work Breakdown Structure.

**UNIT – I**

**Introduction**

Project Management Concepts, Project Organizational Structures, Types of Capital Investments, Phase of Capital Budgeting, Levels of Decision Making, Facets of Project Analysis, Project Formulation: Generation and Screening of Project Ideas.

*Nature of Capital Investment*

**9 Hours**

**UNIT – II**

**Analysis of Projects**

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

*Demand Forecasting Techniques*

**9 Hours**

**UNIT – III**

**Selection of Projects**

Basic Techniques - Investment Criteria and Project Cash Flows, Advanced Techniques - Risk Analysis, Sensitivity Analysis, Scenario Analysis, Break-even Analysis, Simulation Analysis, Firm Risk and Market Risk.

*Goal Seek*

**9 Hours**

**UNIT – IV**

**Financing**

Financing of Projects, Financing Infrastructure Projects, Venture Capital and Private Equity.

*Angel Financing*

**9 Hours**

**UNIT – V**

**Implementation and Review of Projects**

Planning and Sequencing of Project, Creating the Project Schedule (WBS), Resource Planning for Internal and External Resources, Executing the Project Plan and Keeping the Project on Track, Network Techniques for Project Management. (PERT and CPM), Project Review.

*Gantt Chart Construction*

**9 Hours**

**Total : 45 Hours**

**References**

1. Prasanna Chandra, *Project Management*, New Delhi: Tata McGraw Hill India Ltd, 2009.
2. P. Gopalakrishann and V. E. Rama Moorthy, *Project Management*, New Delhi: Macmillan India Ltd, 2010.
3. B. B. Goel, *Project Management – Principles and Techniques*, New Delhi: Deep and Deep Publications, 2009.
4. Richman Larry, *Project Management: Step by Step*, New Delhi: Prentice Hall India (Microsoft Press Release), 2009.
5. Tim Pyron, *Using Microsoft Office Project 2003 – The only Project 2003 Book You Need*, New Delhi: Que Edition – Techmedia, 2004.

12MF06

**SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

**3 0 0 3**

**Objectives**

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

**Outcome**

- Capable of making an appropriate Investment Decision.
- Able to do the Fundamental Analysis and Technical Analysis.
- Able to design a suitable Portfolio for the different risk appetite.

**Skill Sets**

- Finding the undervalued and overvalued securities in the Capital Market.
- Performing Fundamental and Technical Analysis to strike a fine balance between risk and return of shareholders.
- Constructing and Maintaining Active / Passive Portfolios scientifically.
- Acting as a Financial Advisor to High Net Worth Investors.

**UNIT – I**

**Investment setting**

Investment, Speculation, Securities, Investment Information, Investment Alternatives, Security Contract Regulation Act, Investor Protection.

*Stock Exchange Web Site*

**9 Hours**

**UNIT – II**

**Overview of Capital Market**

New Issue Market, Secondary Market, Listing of Securities, BSE, NSE, OCTEI, Stock Market Indices, Securities and Exchange Board of India.

*International Stock Market Indices*

**9 Hours**

**UNIT – III**

**Fundamental Analysis**

Economic Analysis: Forecasting Techniques, Industry Analysis: Industry Classification, Industry life cycle. Company Analysis: Measuring Earnings, Forecasting Earnings, Applied Valuation Techniques.

*Stages of Industry Life Cycle*

**9 Hours**

**UNIT – IV**

**Technical Analysis**

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

*Practical Application of Technical Analysis*

**9 Hours**

**UNIT – V**

**Portfolio Management**

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

*Efficient Frontier*

**9 Hours**

**Total: 45 Hours**

**References**

1. Punithavathy Pandian, *Security Analysis & Portfolio Management*, Noida: Vikas Publishing House Private Ltd, 2008.
2. S. Kevin, *Security Analysis & Portfolio Management*, New Delhi: Prentice-hall of India Pvt Ltd, 2009.
3. Donald E Fischer and Ronald J Jordan, *Security Analysis & Portfolio Management*, New Delhi: Prentice Hall of India Private Ltd, 2009.
4. Prasanna Chandra, *Investment Analysis and Portfolio Management*, New Delhi: Tata McGraw Hill, 2008.
5. Frank K Reilly and Keith C Brown, *Investment Analysis and Portfolio Management*, New Delhi: Thomson Learning, 2006.

## 12MF07 BUSINESS TAXATION

3 0 0 3

**Objectives**

- To enable the students to understand the basic concepts of Direct and Indirect Taxes
- To know the basic exemptions to claim deductions under different Heads of Income.
- To enrich the knowledge in the area of Tax Administration and to develop skills in the tax assessment of firms and companies.

**Outcome**

- Able to calculate the Taxable Income.
- Able to file returns, apply appeals & revisions.
- Able to handle the Indirect Taxes.

**Skill Sets**

- Calculating various Heads of Income.
- Estimating the total taxable amount for computing the Tax Liabilities.
- Tax Planning to improve the ROI.
- Administering the tax to fulfill the legal obligation.

**UNIT – I****Direct Tax**

Income-tax Act, 1961, Wealth-tax Act, Governing Capital and Revenue Expenditure, Deemed Income - Residence concept. Special Problems Centering on the concept of Assesses, Registered Firm, Hindu Undivided Family, Companies, Association of Persons and Trust, Minors, Cooperatives, Non-Resident Indians and avoidance of Double Taxation.

*Direct Tax Reforms*

**9 Hours****UNIT – II****Heads of Income**

Salaries, Perquisites, Gratuity and Retirement Benefits, Income from House Property, Capital Gains, Income from other Sources, Income from business and profession, Problems arising from aggregation of income and set off and carry forward of losses. Computation of income and Return of Income Tax, Filing Procedure

*Carry Forward of Losses*

**9 Hours****UNIT – III****Indirect Tax**

Indirect Tax Laws, Administration and relevant procedures, The central Excise including Central Value Added Tax (CENVAT), The Central Sales Tax Act, 1956 (74 of 1956), The Customs Act, 1962 (52 of 1962), and Excise audit.

*Goods and Services Tax (GST)*

**9 Hours****UNIT – IV****Tax Administration**

Appeals, Revisions, Review, Rectification and Application to Central Board of Direct Taxes.

*Samadhan Scheme*

**9 Hours****UNIT – V****Tax Treaties**

Impact of Tax on GATT, WTO, Anti Dumping, Tariff Commission and other tariff authorities.

*Double Taxation Agreements*

**9 Hours****Total: 45 Hours****References**

1. Dr. Vinod K Singhania and Dr. Kapil Singhania, *Direct Taxes Law and Practice*, New Delhi: Taxmann Publications, 2012
2. V.S. Datey, *Indirect Taxes Law & Practice*, Taxmann Publications: 2012.
3. Girish Ahuja and Ravi Gupta, *Professional Approach to Direct Taxes*, New Delhi: Bharat Law House Pvt. Ltd, 2011
4. K. Duraipandian and M. Akbar, *Income Tax*, New Delhi: Vikas Publishing House, 2000
5. V.S. Datey, *Students Workbook on Indirect Tax Laws*, New Delhi: Taxmann Publications, 2007.

12MF08

INFRASTRUCTURE FINANCING

3 0 0 3

**Objectives**

- To enable the students to understand the basic concepts in Infrastructure Financing
- To understand the importance of Models in Infrastructure Financing and SPV.
- To enrich the knowledge in the area of Sectoral Financing and to give International exposure in Infrastructure Financing.

**Outcome**

- Capable of leveraging the Public Private Partnership Model.
- Able to tap the CLIF facility.
- Able to know the importance of privatization and financing of airways and Roadways.

**Skill Sets**

- Complex financing arrangements for infrastructure projects like BOOT, BOO, BLT etc.
- Scientifically allocating the risk to reduce the moral hazard.
- Handling the Tariff Adjustment for Currency Depreciation.
- Striking a balance between Return on Equity and Risk.

**UNIT – I**

**Introduction**

Infrastructure Financing - Issues and Challenges, Public Private Partnership and Infrastructure Financing in India, Infrastructure Financing - Current Scenario.

*Key Project Parties*

**9 Hours**

**UNIT – II**

**Models & SPV**

Models in Infrastructure Financing, Special Purpose Vehicle, Scope for Banks, Rural Infrastructure Development Fund: Empowering Projects, The Community Led Infrastructure Finance Facility (CLIFF).

*O & M Contrator*

**9 Hours**

**UNIT – III**

**Sectoral Financing**

Financing of Renewable Energies, Financing of Power Projects, Infrastructure Investment in Indian Telecom Sector, The Financing of Water Projects.

*Risk Mitigation Mechanisms*

**9 Hours**

**UNIT – IV**

**Airways and Roadways Financing**

Airport Privatization and Financing: Experiences from Countries and Lessons for India, Private Sector Participation in Transport Infrastructure Development, The Road from Mumbai to Pune, Fair Payment for Infrastructure Use - A Phased Approach to a Common Transport , Infrastructure Charging Framework in the EU.

*Financial Strength of Project Contractors*

**9 Hours**

**UNIT – V**

**International Exposure**

Renewing Australia’s Infrastructure, Funding Innovations for California Infrastructure: Promises and Pitfalls, Financing Strategy of the Urban Wastewater Sector in Selected Municipalities of the Sichuan Province in China.

*Global Trend*

**9 Hours**

**Total: 45 Hours**

**References**

1. G. Gopala Krishna Murthy, *Infrastructure Financing- Trends, Challenges and Experiences*, Hyderabad: ICFAI Books, 2010.
2. Henry A Davis, *Infrastructure Finance: Trends and Techniques*, Euromoney Books, 2008.
3. Willie Tan - Taylor & Francis Group, *Principles of Project and Infrastructure Finance*, 2007.
4. Frederik Pretorius, Paul Lejot and Arthur Mcinnis, *Project Finance For Constructions & Infrastructure: Principles & Case Studies*, Blackwell Publishers, 2008.
5. E.R. Yescombe, *Public-Private Partnerships: Principles of Policy and Finance*, Elsevier Ltd, 2007.

12MM01

**ADVERTISING AND PROMOTION MANAGEMENT**

3 0 0 3

**Objectives**

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

**Course Outcomes**

- Able to plan for, organize and roll out an effective advertising campaign.
- Able to design and develop media specific advertisements and measure their effectiveness.
- Develop result oriented innovative promotional techniques.

**Skill sets**

- Gain the skill of developing the right champion theme and tackling the challenges in coming out with a right advertising campaign.
- Acquire the skill of delineating the differences between the various advertisement appeals and select the right appeal that would serve the purpose.
- Skill of coming out with a right media mix making use of the contemporary media vehicles.
- Gain the skill of selecting the right promotional technique that suits the promotional objectives.

**UNIT – I**

**Introduction to Advertising**

Definition, Evolution, Setting Advertising Objectives: DAGMAR. Advertising Agency: Structure, Functions. Organizing an Advertising Campaign.

*Champion theme*

**8 Hours**

**UNIT – II**

**Advertising Media**

Types, Social Media : Pros and Cons, Media Planning, Measuring Reach, Deciding on Frequency, Measuring Impact, Cost Appraisal, Media Strategy and Scheduling.

*TRB*

**10 Hours**

**UNIT – III**

**Designing Advertisements**

TV Commercials: Different Appeals, Story Board, Message Development. Print AD: Layout, Design, Appeal, Copy Structure. Radio Advertising, Web Advertising. Testing Validity and Reliability of advertisements.

*TRPs and Slot prices*

**10 Hours**

**UNIT – IV**

**Promotion Management**

Definition, Role, Objectives, Promotion Mix. Techniques: Trade Oriented, Customer Oriented.

*Interactive marketing*

**9 Hours**

**UNIT – V**

**Planning Promotional Campaigns**

Requirement Identification, Deciding on Promotion Campaigns. On-Line Sales Promotion.

*Fleet advertising and Transit advertising*

**8 Hours**

**Total: 45 Hours**

**References**

1. George E Belch and Michael A Belch, *Advertising and Promotion*, New Delhi: Tata McGraw Hill, 2007.
2. Jaishri Jeth Waney and Shruti Jain, *Advertising Management*, New Delhi: Oxford University Press, 2006.
3. O. Guinn Allen Semenik, *Advertising and Integrated Brand Promotion*, Singapore: Thomson South Western, 2008.
4. David A Aaker and John G Myers, *Advertising Management*, New Delhi: Prentice Hall of India, 2007.
5. P.K. Agarwal, *Advertising Management an Indian Perspective*, India: Pragati Prakashan, Meerut, 2009.

**12MM02 BRAND MANAGEMENT**

**3 0 0 3**

**Objectives**

- To enable the students to understand the concept of brand and its value.
- To impart knowledge on brand extensions and brand positioning.
- To make the students understand the strategic issues in branding.

**Course Outcomes**

- Able to create a brand identity prism for any given brand.
- Able to judge when to go for line extensions and brand extensions.
- Able to appropriately position a brand.
- Able to take effective decisions on issues pertaining to branding.

**Skill sets**

- Acquire the skill of choosing or creating an attractive and meaningful brand name.
- Skill of Creating, communicating and sustaining an appropriate brand personality.
- Skill of repositioning and rejuvenating the brand.
- Skill of leveraging on private labels.

**UNIT – I**

**Introduction**

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

**8 Hours**

**UNIT – II**

**Brand Extensions**

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

**9 Hours**

**UNIT – III**

**Branding Decisions**

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

**10 Hours**

**UNIT – IV**

**Managing Brands**

Brand Positioning Strategies, Managing Brand Image, Repositioning, Brand Revitalization. Brand Valuation: Methods. Brand Elimination.  
*The W's of Brand Positioning*

**10 Hours**

**UNIT – V**

**Strategic Issues**

Strategic Issues in Brand Management, Myths, Influences, Building Retail Brands.  
*Private labels*

**8 Hours**

**Total: 45 Hours**

**References**

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



12MM03 CONSUMER BEHAVIOUR

3 0 0 3

**Objectives**

- To enable the students to understand the basics of Consumer Behaviour.
- To give insight to them on the various external and internal influences on Consumer Behaviour.
- To let them understand how individual consumers and organizational buyers differ in making purchase decisions.

**Course Outcomes**

- Able to sort out what external and internal factors influence a particular purchase decision.
- Get to know the attitude, perception and personality type of individual consumers and analyze the impact of these factors on the purchase decisions.
- Able to influence the consumer decision making process.

**Skill sets**

- Acquire the skill of assessing the consumer purchase behaviour.
- Skill of influencing the purchase behaviour by manipulating the external influencing factors.
- Skill of identifying what fosters purchase decisions and how those factors can be effectively used to induce purchase decisions.
- Skill of differentiating the intricacies involved in individual and organizational purchase decisions.

**UNIT – I**

**Introduction to Consumer Behaviour**

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

*EKB Model*

**8 Hours**

**UNIT – II**

**Internal Influences on Consumer Behaviour**

Motivation, Personality, Perception- Dynamics of perception, Learning, Attitude- Formation, Changing Consumer Attitudes.

*Behavioural characteristics of Gen X and Gen Y*

**10 Hours**

**UNIT – III**

**External Influences on Consumer Behaviour**

Reference Groups, Family, Social Class, Culture, Sub Culture, Marketing Communications, Personal Influence and Opinion Leadership.

*Culture misunderstandings*

**10 Hours**

**UNIT – IV**

**Decision Process and Post-purchase Behaviour**

Consumer Decision Making Process, Diffusion of Innovations. Post Purchase Behaviour: Post Purchase Dissonance, Product Use, Product Disposition, Purchase Evaluation and Consumer Satisfaction.

*Decision process continuum*

**9 Hours**

**UNIT – V**

**Organizational Buyer Behaviour**

Organizational Buyer Behaviour, Consumer Research, Changing Consumer Behaviour.

*Consumerism*

**8 Hours**

**Total: 45 Hours**

**References**

1. G. Schiffman and Leslie Lazar Kanuk, *Consumer Behaviour*, New Delhi: Pearson Education, 2009.
2. Del I Hawkins, Roger J Best, Kenneth A Coney and Amit Mookerjee, *Consumer Behaviour*, New Delhi: Tata McGraw Hill, 2009.
3. Jay D Lindquist and M Joseph Sirgy, *Shopper, Buyer & Consumer Behaviour*, New Delhi: Biztantra Publication, 2008.
4. David L Loudon and Albert J Della Bitta, *Consumer Behaviour*, New Delhi: Tata McGraw Hill, 2001.
5. Sheth and Mittal, *Consumer Behaviour, A Managerial Perspective*, Singapore: Thomson South Western, 2011.

**12MM04                      MARKETING CHANNELS**

**3 0 0 3**

**Objectives**

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

**Course Outcomes**

- Able to select right channel partners.
- Able to deal with and manage international channel partners.
- Able to use channel power in favour of the organization.

**Skill sets**

- Skill of handling channel conflicts.
- Skill of designing promotion strategies for assisting channel members in their efforts.
- Skill of leveraging the electronic channels to gain an edge over the competitors.

**UNIT – I**

**Introduction**

Marketing Channels, Meaning, Importance, Flows, Functions, Channel Structure. Channel Manager.  
*Contactual organizations*

**8 Hours**

**UNIT – II**

**Channel Participants**

Overview, Producers and Manufacturers, Wholesale Intermediaries, Retail Intermediaries, Facilitating Agencies. Channel Member Selection: Selection Process. Channel Power.  
*Threetailing*

**8 Hours**

**UNIT – III**

**Channel Design**

Channel Design Strategies, Channel Management, Compensation and Training channel members, Logistics: Systems, Cost, Components.  
*Interchannel competition*

**9 Hours**

**UNIT – IV**

**Marketing Mix and Channel Management**

Product Issues. Channel Pricing: Strategies, Issues. Promotion Strategies for Channel Members, Push Strategy.  
*Gray market and free riding*

**10 Hours**

**UNIT – V**

**Additional Dimensions**

Marketing Channels for Services, Direct Marketing Channel System, Electronic Marketing Channels, International Marketing Channels.  
*Web clutter*

**10 Hours**

**Total: 45 Hours**

**References**

1. Bert Rosenbloom, *Marketing Channels*, Singapore: Thomson South-Western, 2011.
2. Louis W Stern, Adel I EL-Ansary and Anne T Coughlan, *Marketing Channels*, New Delhi: Prentice Hall of India, 2007.
3. Bowersox, *Strategic Marketing Channel Management*, New Delhi: Tata McGraw Hill, 2008.
4. Lou E Pelton, David Strutton and James R Lumpkin, *Marketing Channels- Relationship Management*, Canada: Irwin Publishers, 2001.
5. Spiro, Stanton and Rich, *Management of a Sales Force*, New Delhi: Tata McGraw Hill, 2003.

12MM05 RETAIL MANAGEMENT

3 0 0 3

**Objectives**

- To give an understanding to the students about the significant role of retailing in the marketing system.
- To give inputs to gain insights on the issues involved in organizing and establishing a retail format.
- To enable the students to understand about the pricing and promotion strategies in retailing.

**Course Outcomes**

- Able to do effective segmentation for a proposed retail format.
- Able to effectively perform the role of a store manager.
- Able to decide on the length of product assortment based on the store format and shoppers' profile.

**Skill sets**

- Skill of identifying a right store location for any given retail format.
- Skill of designing promotion strategies to promote the retail outlet.
- Skill of designing appropriate atmospherics that enhances the shopping experience suits the outlet's image.
- Skill of appropriately choosing a pricing strategy that doesn't exceed the shoppers' reference prices.

**UNIT – I**

**Introduction**

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

*Ethical retailing*

**8 Hours**

**UNIT – II**

**Understanding Customer**

Shopping Behavior, Profile of Indian Shoppers, Shopping Process, Influences on Shopping Behavior, Retail market segmentation.

*Retail information system*

**8 Hours**

**UNIT – III**

**Location and Space Management**

Location Decision, Importance, Levels, Types, Trade Area Analysis, Site Analysis. Atmospherics: Role, Components, Space Management.

*Reilly's Law and Huff's Law*

**10 Hours**

**UNIT – IV**

**Product and Merchandise Management**

Product Management, Brand Management, Merchandise Management, Category Management.

*Role of RFID*

**10 Hours**

**UNIT – V**

**Pricing and Promotion**

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

*Consumer Engagement*

**9 Hours**

**Total: 45 Hours**

**References**

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

**12MM06 RURAL MARKETING**

**3 0 0 3**

**Objectives**

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

**Course Outcomes**

- Able to analyze and sense the dynamic rural marketing environment.
- Able to inculcate the complex and odd purchase behaviour exhibited by rural consumers.
- Able to devise rural specific marketing strategies.

**Skill sets**

- Skill of leveraging on the buoyant untapped opportunities in the rural markets.
- Skill innovating and designing marketing mix that appeals to the bottom of the pyramid.
- Skill of influencing the complex rural consumer behaviour with appropriate marketing communication interventions.

**UNIT – I**

**Introduction**

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

**8 Hours**

**UNIT – II**

**Segmentation, Targeting and Positioning**

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

**8 Hours**

**UNIT – III**

**Market Research and Buyer Behaviour**

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

**9 Hours**

**UNIT – IV**

**Product and Pricing Strategies**

Product Classifications, Product Mix Decision, Product Item Decision, Product Strategies. Pricing: Concepts, Policies, Strategies. *Look alikes and spell alikes*

**10 Hours**

**UNIT – V**

**Promotion and Distribution Strategies**

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

**10 Hours**

**Total: 45 Hours**

**References**

1. Pradeep Kashyap and Siddhartha Raut, *The Rural Marketing Book*, New Delhi: Biztantra, 2008.
2. C.S.G. Krishnamacharyulu and Lalitha Ramakrishnan, *Rural Marketing Text & Cases*, New Delhi: Pearson Education Pvt Ltd, 2011.
3. Ruchika Ramakrishnan, *Rural Marketing in India: Strategies and Challenges*, New Delhi: New Century Publication, 2006.
4. Sanal Kumar Velayudam, *Rural Marketing: Targeting on Non Urban Consumers*, New Delhi: Sage Publications, 2008.
5. Balram and Dogra, *Rural Marketing: Concepts and Practice*, New Delhi: Tata McGraw Hill, 2007.

12MM07

SERVICES MARKETING

3 0 0 3

**Objectives**

- To enable the students to understand the differences between marketing of products and services.
- To give insight to them on various aspects of Services Marketing.
- To enable them to effectively design and deliver services.

**Course Outcomes**

- Able to influence customer perceptions through effective communication about the service concept
- Able to appropriately influence and manage customer expectations
- Able to equip and train people in effective delivery of services

**Skill sets**

- Skill of developing customer appreciable new services
- Skill of designing a service blueprint for services of any sort
- Skill of devising strategies to close the service gaps and improve the service quality
- Skill of planning and designing servicescapes that enable effective service delivery

**UNIT – I**

**Introduction to Services**

Definition, Services vs. Goods, Characteristics, Service Marketing Mix, Current Trends, Gaps Model.  
*Tangibility spectrum*

**8 Hours**

**UNIT – II**

**Customer Expectations and Perceptions**

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

**9 Hours**

**UNIT – III**

**Customer Relations**

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

**10 Hours**

**UNIT – IV**

**Service Design**

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

**10 Hours**

**UNIT – V**

**Delivering and Performing**

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

**8 Hours**

**Total: 45 Hours**

**References**

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

12MH01

**INDUSTRIAL RELATIONS AND LABOUR LAWS**

**3 0 0 3**

**Objectives**

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

**Course outcomes**

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

**Skill sets**

- Creation of good Industrial Relations.
- Negotiating with union leaders.
- Liaisoning with various government agencies.

**UNIT – I**

**Industrial Relations**

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

*Industrial Relations in Government and Private Sector.*

**8 Hours**

**UNIT – II**

**Trade Union**

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

*Trade Union in Indian Scenario.*

**9 Hours**

**UNIT – III**

**Labour Legislation –I**

Factories Act 1948, Contract Labour (Regulation and Abolition) Act, 1970, Industrial Disputes Act 1947, Industrial Employment (Standing Orders) Act, 1946.

*Safety Measures*

**10 Hours**

**UNIT – IV**

**Labour Legislation -II**

Minimum Wages Act 1948, Payment of wages Act, 1936, Payment of Bonus Act, 1965, Maternity Benefit Act 1961.

*Paternity Benefit.*

**8 Hours**

**UNIT – V**

**Labour Legislation -III**

Employees' Provident Funds and Miscellaneous Provisions Act, 1952, Employees State Insurance Act, 1948. Payment of Gratuity Act, 1972, Workmen Compensation Act, 1923.

*Social Security Measures.*

**10 Hours**

**Total: 45 Hours**

**References**

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

12MH02

**MANAGERIAL BEHAVIOR AND EFFECTIVENESS**

3 0 0 3

**Objectives**

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

**Course Outcome**

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

**Skill Set**

- Getting things done from others.
- Creating togetherness amongst employees.
- Creating career development path for employees.
- Evaluate the challenges posed by different environment.

**UNIT – I**

**Introduction**

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

*Time Management.*

**9 Hours**

**UNIT – II**

**Designing the Managerial Job**

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

*Talent Management.*

**9 hours**

**UNIT – III**

**Managerial Effectiveness**

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

*Managerial Effectiveness in Government and Private Sector.*

**9 Hours**

**UNIT – IV**

**Environmental Issues**

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

*Leadership Styles.*

**9 Hours**

**UNIT – V**

**Developing the Winning Edge**

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

*Personality Attributes.*

**9 Hours**

**Total: 45 Hours**

**Refereneecs**

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

12MH03

**ORGANIZATIONAL CHANGE AND INTERVENTION STRATEGY**

**3 0 0 3**

**Objectives**

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

**Course Outcomes**

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

**Skill sets**

- Taking right decisions considering the environmental factors in the change process.
- Develop change models for the organization.
- Frame strategies to overcome resistance.
- Effective communication while initiating the change process.

**UNIT – I**

**Organizational Change**

Forces, Types, Frameworks, Process. Resistance to Change, Overcoming Resistance.

*Fear of Change*

**9 Hours**

**UNIT – II**

**Perspectives on Organizational Change**

Models, Integration, Need for Change - Environmental Pressures, Organizational Pressures - Organizational Culture and Change, Change Management Process.

*Formal Culture.*

**9 Hours**

**UNIT – III**

**Change Management**

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

*Unfreezing change.*

**9 Hours**

**UNIT – IV**

**OD Intervention**

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

*Manipulation.*

**9 Hours**

**UNIT – V**

**Implementing Change**

Strategies for Communicating, Implementation Process: Approaches, Managing Skills, Consolidating Change, Evaluation.

*Role of Change agents.*

**9 Hours**

**Total: 45 Hours**

**References**

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



**12MH04 PERFORMANCE MANAGEMENT**

**3 0 0 3**

**Objectives**

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

**Course Outcomes**

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

**Skill Sets**

- Build a Performance Management System.
- Improve a Performance Management System.
- Implement Performance Management System.
- Acquire Coaching and Counseling skills.

**UNIT – I**

**Introduction**

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

**8 Hours**

**UNIT – II**

**Process**

Performance Management Process, Performance Planning, Performance Dimensions  
*Prerequisites*

**9 Hours**

**UNIT – III**

**Measuring Performance**

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

**10 Hours**

**UNIT – IV**

**Implementation and Monitoring**

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

**10 Hours**

**UNIT – V**

**Rewards and Evaluation**

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

**8 Hours**

**Total: 45 Hours**

**References**

1. Herman Aguinis., “Performance Management”, Pearson International Edition, New Delhi: 2012.
2. Kohli A S, Deb T, “Performance Management”, Oxford University Press, New Delhi: 2008
3. Rao T.V, “Performance Management and Application Systems – HR Tools for Global Competitiveness”, Response Books, New Delhi: 2004
4. Franklin Hartle, “Transforming the Performance Management Process”, Kogan Page Limited, London: 2004
5. Gary Benson, “Stepping Up Performance – A Collection of Practical Knowledge, Research and Theory on Performance & How to Improve it”, Jaico Publishing House, Mumbai: 2005

12MH05

**BEHAVIOUR MODIFICATION AND MANAGEMENT**

3 0 0 3

**Objectives**

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

**Course Outcomes**

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

**Skill sets:**

- Managing oneself in a better manner.
- Implement strategies in organization to reduce stress and improve emotional intelligence and spiritual intelligence among employees.
- Reduce Stress.
- Improve interpersonal relationship.

**UNIT – I**

**Yoga**

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

**10 Hours**

**UNIT – II**

**Spiritual Intelligence**

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

**10 Hours**

**UNIT – III**

**Emotional Intelligence**

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

**9 Hours**

**UNIT – IV**

**Stress**

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

**8 Hours**

**UNIT – V**

**Transaction Analysis and Goal Setting**

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

**8 Hours**

**Total : 45 Hours**

**References**

1. Yogiraj Vethathiri Maharishi, *Journey of Consciousness*, Vethathiri Publications, 2005.
2. Swami Ranganathananda, *Eternal Values for a changing society*, Bharatiya Vidya Bhavan, 2005.
3. S.K. Charavarthy, *Human Values for Managers*, New Delhi: Wheeler Publishing, 2005.
4. R Nandagopal and R N Ajith Sankar, *Indian Ethos and Values in Management*, Tata McGraw Hill, 2011
5. Daniel Goleman, *Emotional Intelligence*, London: Bloomsberg, 2003.

12MH06

TRAINING AND DEVELOPMENT

3 0 0 3

**Objectives**

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

**Course Outcomes**

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

**Skill Sets**

- To analyze an organization, person, work and training programs.
- To make decisions regarding training and development.
- To organize training and development programs successfully.

**UNIT – I**

**Introduction**

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

*Learning Environment*

**10 Hours**

**UNIT – II**

**Need Analysis**

Need Assessment Process, Organizational Analysis, Person Analysis and Task Analysis

*Importance of need analysis*

**9 Hours**

**UNIT – III**

**Training design and implementation**

Designing Training Programmes, Training Methods, Developing Effective Trainers

*Outsourcing*

**9 Hours**

**UNIT – IV**

**Approaches to Management Development**

Methods of Development, Designing Development Programme, Team Building Exercises

*Management Games*

**9 Hours**

**UNIT – V**

**Evaluation of Training and Development**

Overview, Evaluation process, Outcome, Evaluation design, Challenges in Training and Development

*Return on Investment*

**8 Hours**

**Total: 45 Hours**

**References**

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

12MH07

**COMPETENCY MAPPING AND DEVELOPMENT**

**3 0 0 3**

**Objectives**

- To make the students comprehend the basic concepts in competency mapping
- To understand the role and importance of competency mapping in the development of an organization
- To figure out the steps involved in developing a competency mapping model

**Course Outcomes**

- To enable the students to use competency mapping as a tool for improving the efficiency of the workforce.
- To validate a competency mapping model
- To evaluate a competency mapping model

**Skill Sets**

- Identify the core competencies
- Designing of a competency mapping model
- Implement a competency mapping system successfully

**UNIT – I**

**Introduction**

Definitions, Competence, Competency, Capability, Skill, Knowledge and Motive, Trait, Need of Competencies, Competency Mapping

*Uses of competency mapping*

**8 Hours**

**UNIT – II**

**Competency Categories**

Threshold Competencies, Differentiating Competencies, Functional or Technical Competencies, Leadership or Managerial Competencies, Organizational Competencies.

*Generic or Key Competencies*

**8 Hours**

**UNIT – III**

**Developing Competency Model**

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

*Data Gathering*

**10 Hours**

**UNIT – IV**

**Competency Models**

Leadership and Managerial Competency Models, Recommended Actions to address resistance, Competencies and Generic Indicators, HR Generic Competency Model, Supervisory Generic Competency Model

*Causes for Resistance against Competency mapping*

**10 Hours**

**UNIT – V**

**Implementation and Development**

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

*Challenges in Implementation of Competency Mapping*

**9 Hours**

**Total: 45 Hours**

**References**

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

12MS01

**INFORMATION SYSTEMS DESIGN AND DEVELOPMENT**

3 0 0 3

**Objectives**

- To enable the students to understand the fundamentals of Information Systems.
- To understand the importance of e-Business and Database Management.
- To enrich knowledge in the area of System Analysis, Design and Implementation.

**Outcomes**

- Able to manage the Information Systems Resources.
- Able to design a Database.
- Able to conduct a feasibility study on System Design.

**Skill Sets**

- Establishing organizational foundations of Information Systems.
- Development and Administration of Database Systems.
- Analyzing user requirements to customize System Design.
- Efficient implantation of newly designed systems.

**UNIT – I**

**Introduction to Information Systems**

Introduction and Fundamentals of Information Systems, Technical and Organizational Foundations of Information Systems, Building Information Systems, Managing Information Systems Resources.

*Managing the Building Information System model guidelines*

**9 Hours**

**UNIT – II**

**e-Business and Database Management**

e-Business System Development – Key e-Business enabling Information Technologies. Database Management – Database design, Development and Administration, Database Systems and Applications, Logical Data Models, Relational Database Systems, Structured Query Language (SQL), Conceptual Modeling, Database Design, Web-Connected Databases.

*Online Query System*

**9 Hours**

**UNIT – III**

**Systems Analysis and Design**

Systems Analysis and Design, Analysis Phase of Systems Development, Development Life Cycle, Feasibility Studies, Analysis of User Requirements, Development of Logical System Models.

*Cost Benefit Analysis of a New System Development*

**9 Hours**

**UNIT – IV**

**Systems Implementation**

Systems Implementation, Software Project Management, System / Database Design, GUI, Software Testing, Integrating Web and Business Environments.

*Availability of various Project Management Software*

**9 Hours**

**UNIT – V**

**Information Systems Development**

Information Systems Development, User Requirement Analysis, Logical and Physical System Models, System Implementation and Maintenance, Project Valuation and Management.

*Assessing Economic Value of Project Software*

**9 Hours**

**Total: 45 Hours**

**References**

1. V. Rajaraman, *Analysis and Design of Information Systems*, Prentice-hall of India: 2011
2. J.A. Senn, *Analysis & Design of Information System*, New Delhi : Tata McGraw Hill, 2009.
3. Samarjeet Kaur and Sandhir Sharma P. P Singh, *System Analysis And Design : Complete Course Book*, Deep & Deep Publications, 2006
4. Satish Jain, *System Analysis, Design and Management Information System-Made Simple*, BPB Publications, 2005.
5. Ram Bansal Vigyacharya, *Information Systems Analysis and Design: A Modern Approach to Systems Development*, New Delhi: New Age International Publications, 2005.

12MS02

e-COMMERCE

3 0 0 3

**Objectives**

- To enable the students to understand the concepts and methods of e-Commerce.
- To develop an understanding of the current practices and opportunities in electronic commerce.
- To give an insight about electronic payment system and its security.

**Outcomes**

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

**Skill Sets**

- Increasing the sales through launching B2C and B2B Business Models.
- Providing Online Customer Service.
- Launching Unified Payment System to do international business.
- Ensuring safe transactions through Internet Security Protocols and Standards.

**UNIT – I**

**Foundations of e-Commerce**

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

*Trend in e-Commerce*

**9 Hours**

**UNIT – II**

**Business Models**

Component of a Business Model, Online Business Models, Characteristics of B2B Models, Buyer, Supplier and Intermediate oriented Marketplace. (DELL & e-bay)

*Successful Business Models*

**9 Hours**

**UNIT – III**

**Retailing in e-Commerce**

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

*Role of Intelligent Agents*

**9 Hours**

**UNIT – IV**

**Electronic Payment System**

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

*e-payment Scenario in India*

**9 Hours**

**UNIT – V**

**e-Security**

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

*Various Security Threads*

**9 Hours**

**Total: 45 Hours**

**References**

1. Efraim Turban, Jae Lee & David King and H. Michael Chung, *Electronic Commerce A Managerial Perspective*, New Delhi: Prentice Hall, 2011.
2. Jeffrey F Rayport and Bernard J Jaworski, *Introduction to e-Commerce*, New Delhi: Tata McGraw Hill, 2003.
3. Ravi.Kalakota and Andrew B Whinston, *Frontiers of Electronic Commerce*, New Delhi: Pearson Education, 2009.
4. Elias M and Award, *Electronic Commerce – From Vision to Fulfillment*, New Delhi: Prentice Hall of India, 2009.
5. Robert C Elsenpeter, *E Business A Beginner's Guide*, New Delhi: Tata McGraw Hill, 2001.

12MS03

BUSINESS INTELLIGENCE

3 0 0 3

**Objectives**

- To give an insight into Business Intelligence and its concepts.
- To enable the students in understanding project planning and application development.
- To introduce the students to modern information technology.

**Outcomes**

- Able to take initiatives to use BI for Decision Support.
- Able plan and execute a BI Project.
- Able to perform Meta Data Repository Analysis.

**Skill Sets**

- Conducting Technical and Non-technical evaluation of Enterprise Infrastructure meant for BIDSS.
- Developing Metric for deliverables of BI Project.
- Designing Meta Data.
- Using a suitable architecture for Multidimensional Analysis.

**UNIT – I**

**Introduction**

Definition, BI process- Private and Public intelligence, BI Decision Support Initiatives, Business Drivers, Cost-Benefit analysis, Risk Assessment, Enterprise Infrastructure Evaluation-Technical and Non-technical.

*Risk Assessment Tools*

**9 Hours**

**UNIT – II**

**Project Planning and Data Analysis**

BI Project planning, Requirements definition and gathering, deliverables, Business focused data analysis, Top-down Logical data modeling, Bottom-up source data analysis, data cleansing, Prototyping, BI Success factors.

*Metrics of Deliverables*

**9 Hours**

**UNIT – III**

**Metadata Repository Analysis and Design**

Meta Data models, Analysis, Database design, Extract/ Transform / Load (ETL) design, Meta data design, ETL development.

*Descriptive Meta Data*

**9 Hours**

**UNIT – IV**

**Application Development**

OLAP tools, Multidimensional analysis factors, architecture, Data mining, Risks, Metadata repository development, Implementation, Release evaluation.

*Data Clustering*

**9 Hours**

**UNIT – V**

**Modern Information Technology and its Business Opportunities**

Business intelligence software, BI on web, Ethical and legal limits, Industrial espionage, BI software, Modern techniques of crypto analysis, Managing and organizing for an effective BI Team.

*Symmetric-key cryptography*

**9 Hours**

**Total: 45 Hours**

**References**

1. Larissa T. Moss and Shaku Atre, *Business Intelligence Roadmap : The complete project Lifecycle for Decision Support Applications*, Addison Wesley, 2003.
2. Efraim Turban, Ramesh Sharda, Jay E. Aronson and David King, *Business Intelligence*, Prentice Hall, 2010.
3. Elizabeth Vitt and Michael Luckevich Stacia Misner, *Business Intelligence*, Microsoft, 2008.
4. Z. Michalewicz, M. Schmidt. M. Michalewicz and C. Chiriac, *Adaptive Business Intelligence*, Springer – Verlag, 2006.
5. Galit Shmueli, Nitin R. Patel and Peter C. Bruce, *Data Mining for Business Intelligence – Concepts, Techniques and Applications* Wiley India, 2011.

12MS04

KNOWLEDGE MANAGEMENT

3 0 0 3

**Objectives**

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

**Outcomes**

- Able to face the challenges in Building a Knowledge Management System.
- Able to do the Knowledge Codification.
- Able to use the Neural Networks as Learning Model.

**Skill Sets**

- Enabling the subordinates to have ready access to the organization's documented base of facts, sources of information and solutions.
- Knowledge creation through mobilization and conversion through technology.
- Application of various Knowledge Capturing Techniques.
- Conducting the Post Implementation Reviews efficiently.

**UNIT – I**

**Introduction**

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

*Human Thinking Process*

**9 Hours**

**UNIT – II**

**Knowledge Creation and Capture**

Knowledge Creation, Nanaka's Model, Knowledge Architecture.

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

*Tacit vs. Explicit Knowledge*

**9 Hours**

**UNIT – III**

**Knowledge Codification and System Implementation**

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

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

*Current scenario of Knowledge Transfer in the e-world*

**10 Hours**

**UNIT – IV**

**KM System Tools and Portals**

Learning from Data: Data Visualization, Neural Networks as a Learning Model, Association Rules, Classification Trees.

Data Mining: Definition, Data Mining and Business Intelligence, Business Drivers, Technical Drivers, DM Virtuous Cycle, Data Management, Role of DM in Customer Relationship Management. Portals: Definition, the Business Challenge, Knowledge Portal Technologies.

*Data Mining Product Providers*

**9 Hours**

**UNIT – V**

**Ethics in Knowledge Management**

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



*Managing Dispersed Knowledge*

**8 Hours**

**Total: 45 Hours**

**References**

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

12MS05

DECISION SUPPORT SYSTEM

3 0 0 3

**Objectives**

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

**Outcomes**

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

**Skill Sets**

- Developing DSS using DBMS
- Selecting appropriate Decision Support System Model
- Administering the DSS Development Process
- Implementing Work Flow system

**UNIT – I**

**Database**

Sources of Data, Data Dictionary, Data Structure and Database Languages, Query Facility, Data Management System, DBMS as DSS Development Tool

*Different Types of Data*

**9 Hours**

**UNIT – II**

**DSS steps and Models**

Decision Making – steps, phases, Models, Descriptive, Prescriptive, Static, Dynamic, Optimization, Heuristic, Simulation Model

*Simulation Packages*

**9 Hours**

**UNIT – III**

**DSS Standard Packages**

Specialized tools and Generators, Programming Language for DSS, User Interfaces

*Types of User Interfaces*

**9 Hours**

**UNIT – IV**

**Building and Implementing DSS**

Architecture, Internet and Client / Server Computing in DSS, DSS Development Process, System Conversion, Implementation issue

*Issues in System Conversion*

**9 Hours**

**UNIT – V**

**Group DSS**

Concepts, Reasons, Factors, Group activities, Media Richness, Task Types, Types of GDSS, Groupware, Electronic Meeting system and work flow system.

*Impact of WFS*

**9 Hours**

**Total: 45 Hours**

**References**

1. Efreem G Mallach, *Decision Support and Data Warehouse System*, New Delhi: Tata McGraw Hill, 2002.
2. Efraim Turban and Jay E Aronson, *Decision Support Systems and Intelligent Systems*, New Delhi: Pearson Education, 2009.
3. Jatinder. N.D. Gupta, Guissepi.A. Forgionne and Manuel Mora, *Intelligent Decision Support System: Foundations, Applications and Challenges*, New Delhi: Springer, 2010.
4. George.M. Marakas, *Decision Support System*, New Delhi: Prentice Hall of India, 2008.
5. Gerald, V Post, *Database Management Systems*, New Delhi: Tata McGraw Hill, 2008.

12MS06

**RELATIONAL DATABASE MANAGEMENT SYSTEMS**

**3 0 0 3**

**Objectives**

- To enable the students to understand the concepts, structures and functions of a database.
- To enhance the knowledge of students in data storage and query evaluation.
- To help the students to understand the issues involved in the operation of DBMS.

**Outcomes**

- Able to choose appropriate Database Systems.
- Able to structure Complex Queries.
- Leverage RAID System.

**Skill Sets**

- Application of Embedded and Dynamic SQL and other SQL Functions.
- Using the Hash Structure appropriately.
- Optimizing the Query.
- Implementing Relational Database Design.

**UNIT – I**

**Introduction**

Database Systems vs. File Systems, View of Data, Data Models, Database Languages, Database Systems Structure, History of Database Systems, Database Systems Applications, Entity Relationship Model.

*Current Trend in DBMS*

**9 Hours**

**UNIT – II**

**Relational Databases**

SQL: Basic Structure, Set Operations, Complex Queries, Joined Queries, DDL, Embedded SQL, Dynamic SQL, Other SQL Functions-Query by Example, Relational Database Design.

*Uses of Relational Database Design*

**9 Hours**

**UNIT – III**

**Data Storage and Indexing**

Storage and File Structure, Disks, RAID, File Organization, Indexing and Hashing, B+ TREE, B- Tree, Static Hashing, Dynamic Hashing, Multiple Key Access.

*Index Schemes*

**9 Hours**

**UNIT – IV**

**Query Evaluation & Optimization**

Query Processing-Selection Operation-Sorting-Join Operation, Evaluation of Expressions, Entity-Relationship model.

*Query Optimization*

**9 Hours**

**UNIT – V**

**Relational- Database Design**

Functional Dependencies, Pitfalls in Relational Database design, Decomposition, Proportions of Decomposition, Normal forms, 1NF, 2NF,3NF,4NF and Boyce-Codd Normal form.

*Trivial Functional Dependencies*

**9 Hours**

**Total: 45 Hours**

**References**

1. Abraham Silberschatz, Henry F Korth and Sudhasan S, *Database System Concepts*, New Delhi: Tata McGraw Hill, 2010.
2. Raghuram Ramakrishnan, and Johannesgerhrke, *Data Base Management Systems*, New Delhi: McGraw Hill International, 2003.
3. C.J. Date, *An Introduction to database Systems*, Addison Wesley, 2006.
4. Rajesh Narang, *Database Management Systems*, New Delhi: Prentice Hall of India, 2010.
5. Gerald, V Post, *Database Management Systems*, New Delhi: Tata McGraw Hill, 2004.

12MS07

**CONTENT MANAGEMENT AND ELECTRONIC PUBLISHING**

**3 0 0 3**

**Objectives**

- To equip the students to design web-based content and to utilize mark-up languages for text and graphic presentation.
- To manage content formatting with style sheets.
- To understanding the fundamental concepts of XML and related technologies.

**Outcomes**

- Able to create an effective Information Architecture.
- Able to Optimize Web Contents.
- Able to Design attractive Forms.

**Skill Sets**

- Improving information access in a large digital collection using Meta Data.
- Shaping Digital Documents using Genre.
- Re-design the existing Web Site to optimize the search engine.
- Providing Web Services to integrate the e-CRM with existing the e-Commerce.

**UNIT – I**

**Content**

Content Types, Document Genres, Digital Document Genres, Different Digital Content Genres.

*History of Genre*

**9 Hours**

**UNIT – II**

**Information Architecture**

Information Architecture, Organization, Labeling, Navigation, Searching Metadata, Process and Methodology, Research, Strategy, Design, Documentation.

*Evolution of IA*

**9 Hours**

**UNIT – III**

**Markup Languages and Web Design**

Markup Languages, HTML, SGML, XHTML, Web Design-Web Page Content vs. Appearance Beyond Text Content: Images, Color, Multimedia Objects, Hypertext, Lists, Tables and Frames, Cascading Style Sheets, Styles, Syntax, Properties, Tag-Less Styles.

*World Wide Web Consortium*

**9 Hours**

**UNIT – IV**

**Forms and Executable Content**

Forms, Tags, Layout, Contents, Targeting, Executable Content, Applets and Java, Embedded Content, JavaScript, JavaScript Style Sheets, Tools, Macromedia Flash.

*Dynamic Content*

**9 Hours**

**UNIT – V**

**XML Technologies**

Overview of XML Technologies, XML Fundamentals, Programming in Java, Enterprise Application, e-Commerce (Web Services), Open Source XML Projects, XML Tools

*XML Declaration*

**9 Hours**

**Total: 45 Hours**

**References**

1. McLaughlin6, Justin Edelson and Brett, *Java and XML*, O'Reilly Media, 2007.
2. Ajay Vohra , Deepak Vohra, *Pro XML Development with Java Technology*, Inc: Apress, 2006.
3. Bill Scott and Theresa Neil, *Designing Web Interfaces: Principles and Patterns for Rich Interactions*, Inc: O'Reilly Media, 2009.
4. Martin Kalin, *Java Web Services: Up and Running*, Inc: O'Reilly Media, 2009.
5. Roger Timings, Steve Wilkinson, Nick Cope, Duncan Folley and Simon Thomson, *Multimedia Technology*, Addison Wesley Publishing Company, 2005.

**12MO01 BUSINESS PROCESS REENGINEERING**

**3 0 0 3**

**Objectives**

- To understand about the importance of business process reengineering and kaizen.
- To enable the students to understand the relevance of change management in business process reengineering.
- To familiarize with the process of implementation of Business Process Engineering.

**Course Outcomes**

- Capable of applying the concept of Kaizen relevant to Business Process Reengineering.
- Able to relate business process reengineering with Total Quality Management, Quality Function Deployment and ISO.
- Able to manage change in Business Process Reengineering.

**Skill sets**

- Skill of Implementing Business Process Reengineering.
- Identifying pitfalls in reengineering structure and correct them.
- Manage change and its impact on Business Process Reengineering.

**Unit I**

**Business Process Reengineering and Kaizen**

BPR: Definition, Japanese Business strategy, Kaizen and Management, Characteristic features of Kaizen relevant to BPR.

*New developments in BPR*

**8 Hours**

**Unit II**

**Business Process Reengineering and other Management concepts.**

Issues in BPR, BPR and TQM, QFD, ISO standards, ERP.

*Benefits of ISO standards.*

**9 Hours**

**Unit III**

**Implementation of Business Process Reengineering.**

Business vision and process objectives, Identification of processes to be reengineered , Measurement of processes, Design .

*Evaluation of process prototype.*

**10 Hours**

**Unit IV**

**Reengineering Structure and Pitfalls**

BPR leader, Process owners, Reengineering teams, Pitfalls in organizational environment. Complacency management, Reengineered process.

*Appraisal system.*

**9 Hours**

**Unit V**

**Change Management in Business Process Reengineering**

Structure of change, Approaches to radical change, Management of change in BPR, Application of negotiation in BPR.

*Implementation of changes.*

**9 Hours**

**Total: 45 Hours**

**References**

1. B.R.Dey , “*Business Process Reengineering and change Management*” ,Biztantra, 2004
2. John Jeston and Johan Nelis, “*Business Process Management: Practical Guidelines to Successful Implementations*”, Singapore: Elsevier Ltd, 2008.
3. David J. Sumanth, “*Total Productivity Management*”, USA: CRC Press Ltd., 2006.
4. P.N. Rastogi, “*Re- engineering and Re-inventing the Enterprise*”, New Delhi : Wheeler Publications, 2007.
5. H. Harrington, “*Business Process Improvement: The Breakthrough Strategy for Total Quality, Productivity and Competitiveness*”, New Delhi: Tata McGraw Hill, 2005.

**12MO02                      ADVANCED MAINTENANCE MANAGEMENT**

**3 0 0 3**

**Objectives**

- To introduce the functions of maintenance.
- To familiarize the students with Total Productive Maintenance.
- To enable the students to understand the concept of optimum overhaul.

**Course Outcome**

- Able to predict maintainability
- Able to plan for maintenance
- Able to apply Reliability Centered Maintenance (RCM) and Total Productive Maintenance

**Skill sets**

- Conduct Failure Data Analysis
- Prepare Maintenance Schedule
- Implement Maintenance System
- Tackle challenges of Maintenance function

**UNIT – I**

**Maintenance Concepts**

Objectives and functions of maintenance, types, Maintenance strategies. Organization for maintenance. Five Zero concept  
*New Developments in Maintenance.*

**8 Hours**

**UNIT – II**

**Failure Data Analysis**

MTBF, MTTF, Useful life, Survival curves, Repair time distribution, Break down time distributions, Poisson, Exponential and Normal distribution. Availability of repairable Systems, Maintainability prediction, Design for maintainability.  
*Preventive Maintenance.*

**9 Hours**

**UNIT – III**

**Maintenance Planning**

Overhaul and repair: Meaning and difference, Optimal overhaul / Repair / Replace maintenance policy, Re placement Decisions: Optimal Interval.  
*Group Replacement*

**10 Hours**

**UNIT – IV**

**Maintenance Systems**

Fixed time maintenance, Condition based maintenance, Operate to failure, Opportunity maintenance, Design out maintenance, Total Productive Maintenance.  
*Reduction of Maintenance Cost.*

**9 Hours**

**UNIT – V**

**Advanced Techniques**

Reliability Centered Maintenance (RCM) – Total Productive Maintenance (TPM) - Philosophy and implementation, Signature analysis - Expert systems – Concept of Terro technology, Reengineering Maintenance Process, Concept of reliability, Reliability improvement, Concept of maintainability and maintainability improvement.  
*Maintenance Management Information System (MMIS)*

**9 Hours**

**Total: 45 Hours**

**References**

1. R.C.Mishra and K.Pathak, “*Maintenance Engineering & Management*”, New Delhi: Prentice Hall India, 2006.
2. P. Gopalakrishnan, A.K.Banerji, “*Maintenance and Spare Parts Management*”, New Delhi: Prentice Hall of India, 2006.
3. Kelly and M.J. Harris, “*Management of Industrial Maintenance*”, Butterworth and Company Limited, 2008.
4. A.K.S.Jardine, “*Maintenance, Replacement and Reliability*”, Pitman Publishing, 2006.
5. U.K. Singh and J.M. Dewan, “*Maintenance Management*”, New Delhi: Common Wealth Publishers, 2007.

12MO03

LEAN MANUFACTURING

3 0 0 3

**Objectives**

- To understand the principles behind lean manufacturing philosophy.
- To enable the student to understand the concept of Value Stream Mapping (VSM)
- To familiarize them with implementation of various lean manufacturing techniques.

**Course Outcome**

- Able to prepare demand process flow and layout.
- Able to apply Kanban strategies to reduce inventory.
- Able to implement lean philosophy.

**Skill sets**

- Implementation of Lean manufacturing system.
- Develop product, process and demand flow.
- Implement Kanban strategies for inventory management.
- Designing of 5S

**UNIT – I**

**Benefits of Lean Manufacturing System**

History and modern applications, MRP and their impact, Lean manufacturing model, Kanban Methodology, Continuing evaluation, Strategic Business Analysis.

*Internet and e-commerce applications*

**Hours**

**UNIT – II**

**Understanding Product, Process and Demand**

Value Stream Mapping - Scope, Selecting parent parts, Lean line, Demand, Documenting process flow, Takt time, Process linking and Balancing. Imbalance, Approach, Resource, Definition, Physical Layout, Designing 5S

*Kanban Signaling*

**9 Hours**

**UNIT – III**

**Kanban Strategies**

Process, Single, Multi Card system, Inventory Management, Advantages and Disadvantages. Team Establishment: Commitment, Physical facilitation, Management Structure.

*Transformation process*

**10 Hours**

**UNIT – IV**

**Lean Implementation and Milestones**

Software requirement milestones, Understanding process, Product and Materials, Checking, Factory design, Line startup.

*Lean implementation in services*

**9 Hours**

**UNIT – V**

**Lean Line management**

Matching customer demand, Customer response policy, Lean line optimization, Resistance to change.

*Flexibility and rewards*

**9 Hours**

**Total: 45 Hours**

**References**

1. Dennis P.Hobbs, *Lean Manufacturing Implementation*, J.Ross Publishing, 2009.
2. Liker, *The Toyota Way*, New Delhi: Tata McGraw Hill, 2004.
3. Garry Conner, *Lean Manufacturing for the Small Shop*, Society of Manufacturing Engineers, 2008.
4. Michael L.George, *Lean Six Sigma*, Tata McGraw Hill, 2002.
5. Allan, Robinson and Stewart, *Lean Manufacturing – A Plant Floor Guide*, Society of Manufacturing Engineers, 2001.

12MO04

PURCHASING AND MATERIALS MANAGEMENT

3 0 0 3

**Objectives**

- To introduce about purchase and materials management practices.
- To enable the students to understand supply sources.
- To familiarize about warehouse management.

**Course outcome**

- Able to make purchase decisions.
- Able to plan for material requirements.
- Able to analyze inventory.

**Skill sets**

- Prepare cost analysis and purchase strategy.
- Compute optimum inventory level
- Monitor material movement and control.

**UNIT – I**

**Purchasing Functions.**

Relationship of purchasing Department with other departments, Procurement, Supply management activities, Purchasing objectives and policies, Operating procedures, Purchasing cycles, Objectives of materials management.

*Organization of material function.*

**8 Hours**

**UNIT – II**

**Supply Sources**

Importance of source selection, Vendor development & maintenance, Vendor rating, Competitive bidding, Selecting the source, Negotiation: Objectives, Process, Techniques, Price negotiation, Purchasing of capital goods, Seasonal commodities, Insurance spares.

*Contract management.*

**9 Hours**

**UNIT – III**

**Materials Planning**

Materials Codification: Evolution of codes, Classification, Methodology, Advantages, Standardization: Definition, Specification, Advantages, Techniques, Pricing Principles: Price analysis, Discounts.

*Economic consideration in determining the right price.*

**10 Hours**

**UNIT – IV**

**Materials Management**

Materials management, Legal aspects of buying, Buyer-Seller relationship and ethics.

*Industry ethical practices in Materials.*

**9 Hours**

**UNIT – V**

**Warehousing Management**

Stores management, Incoming material Control, Stores documentation & accounting, Materials Management Information System (MMIS).

*New developments in MMIS.*

**9 Hours**

**Total: 45 Hours**

**References**

1. S.Chatterjee, “*Applied Materials Management*”, New Delhi: SAGE Publications, 2004.
2. Tony Arnold J R and Stephen N Chapman, “*Introduction To Materials Management*”, New Delhi: Prentice Hall of India, 2009.
3. Gopalakrishnan P and Sundaresan M, “*Material Management: An Integrated Approach*”, New Delhi: Prentice Hall of India Pvt Ltd, 2004.
4. A.K. Datta, “*Materials Management Procedures, Text and Cases*”, New Delhi: Prentice Hall of India Pvt. Ltd, 2009.



5. P. Gopalakrishnan, "*Purchasing and Materials Management*", New Delhi: Tata McGraw Hill Publishing Company Limited, 2001.

12MO05

SERVICE OPERATIONS MANAGEMENT

3 0 0 3

**Objectives**

- To understand the role of services in economic development.
- To enable the students to understand the service design and management.
- To familiarize the students in the area of service productivity.

**Course Outcomes**

- Able to manage service operations.
- Able to use quantitative models for service management.
- Able to measure performance of service operations.

**Skill sets.**

- Capable of developing service strategies.
- Design the service blue print and locate the service facility.
- Manage service demand and capacity.
- Develop data envelopment analysis.

**UNIT – I**

**Understanding Services**

Role of services in the economy, Nature of services, Types of services, Service strategy.

*Different service industries.*

**8 Hours**

**UNIT – II**

**Designing the Service Enterprise**

New service development, Service blue print, Technology in services, Service quality, Process improvement in service encounter, Supporting facility and process Flows.

*Service facility Location.*

**9 Hours**

**UNIT – III**

**Managing Service Operations**

Managing Capacity and Demand, Managing Waiting Lines, Service Supply Relationships. Growth and Globalization of Services.

*Managing project*

**9 Hours**

**UNIT – IV**

**Quantitative Models for Service Management**

Capacity Planning and Queuing Models, Forecasting Demand for Services, Managing facilitating Goods.

*Application of queuing models in different services.*

**10 Hours**

**UNIT – V**

**Service Productivity and Measurement of Performance**

Application of linear programming techniques through Data Envelopment Analysis, Application of DEA in service sectors.

*Scoring systems.*

**9 Hours**

**Total: 45 Hours**

**References**

1. J.A. Fitzsimmons, Fitzsimmons and J. Mona, *Service Management: Operations, Strategy and Information Technology*, New Delhi: McGraw Hill, 2010.
2. Metters, King Metters and Pullman, *Successful Service Operations Management*, New Delhi: Thomson Learning, 2007.
3. Davis M and Heinke J, *Managing Services*, New Delhi: McGraw Hill, 2005.
4. Hacksever, Render, Russell and Murdick, *Service Management and Operations*, New Delhi: Prentice Hall of India, 2000.
5. Zeithaml and Bitner, *Service Marketing: Integrating Customer Focus Across the Firm*, New Delhi: McGraw Hill, 2008.

12MO06

SUPPLY CHAIN AND LOGISTICS MANAGEMENT

3003

**Objectives**

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

**Course Outcomes**

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

**Skill sets**

- Use supply chain models and modeling system
- Estimating demand and managing supply chain cycle inventory.
- Develop Network design and supply chain network optimization models.
- Maintain Logistics and evaluate transport economics.

**UNIT – I**

**Supply Chain**

Fundamentals, Importance, Decision Phases, Process view, 'Supplier- Manufacturer-Customer chain', Supply chain performance: Drivers, Structuring supply chain.

*Overview of supply chain models*

**8 Hours**

**UNIT – II**

**Overview of Demand forecasting in the supply chain**

Aggregate planning, Managing predictable variability. Managing supply chain cycle inventory, Uncertainty, safety inventory, Determination of optimal level of product availability

*Coordination in the Supply Chain*

**9 Hours**

**UNIT – III**

**Distribution Network Design**

Role, factors influencing network, options, Value Addition. models for facility location and capacity planning. network design: Impact of uncertainty, decisions using decision trees. Distribution center location models. Supply chain network optimization models.

*New developments in network designs*

**10 Hours**

**UNIT – IV**

**Logistic System**

Evolution, Infrastructure and Networks. Freight Management, Route Planning, Containerization. Modal Characteristics, Inter-modal operators and transport economies. Ocean carrier management, import-export logistics management. logistics outsourcing.

*Reverse logistics*

**9 Hours**

**UNIT – V**

**Transactional Logistics**

Framework and role of supply chain in e- business and b2b practices. Supply Chain IT Framework. International supply chain, GPS, tracking system.

*Software Packages in Supply Chain*

**9 Hours**

**Total: 45Hours**

**References**

1. Sunil Chopra and Peter Meindl, *Supply Chain Management*, New Delhi: Pearson Education , Newdelhi, 2010.
2. David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi and Ravi Shankar, *Designing and Managing the Supply Chain*, New Delhi: Tata McGraw Hill Ltd, 2007.
3. Jeremy F Shapiro, *Modeling the Supply Chain*, New Delhi: Cengage India, 2006.2<sup>nd</sup> Edition.
4. David N. Burt, Donald W. Dobler and Stephen L. Starling , *World Class Supply Management: The Key to Supply Chain Management*, New Delhi: McGraw-Hill, 2010

5. Sople Vinod V, *Logistics Management – The Supply Chain Imperative*, New Delhi: Pearson Education, 2007.

**12MO07 TOTAL QUALITY MANAGEMENT**

**3 0 0 3**

**Objectives**

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

**Course Outcome**

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

**Skill Sets:**

- Reduce the cost of quality.
- Managing people in the process of implementing TQM.
- Application of Quality control tools to maximize productivity by minimizing waste.
- Prepare organizations to bag quality awards.

**UNIT - I**

**Introduction**

Introduction and basic concepts, Definition of quality, Dimensions of quality, Evolution of TQM, TQM framework

*Cost of Quality.*

**8 Hours**

**UNIT - II**

**TQM Implementation**

Leadership for TQM, Deming's quality principle, TQM implementation, PDCA cycle, Quality Circles, Quality Council

*Supplier Partnership.*

**9 Hours**

**UNIT - III**

**Process approach to TQM**

Process approach, Juran's Trilogy, Taguchi's loss function, Kaizen, Quality by design, 5S.

*5M.*

**10 Hours**

**UNIT - IV**

**Tools and Techniques**

7 Old quality control tools, Total productive maintenance, Failure mode and effect Analysis, POKAYOKE, Six Sigma

*Toyota and Six Sigma.*

**9 Hours**

**UNIT - V**

**Quality Management Systems**

Management systems for TQM, ISO 9000 & 14000 Quality management systems, Auditing and certification Process

*Quality Awards.*

**9 Hours**

**Total: 45 Hours**

**References**

1. Dale H. Besterfield et al, "*Total Quality Management*", New Delhi: Pearson Education, 2011.
2. Subburaj Ramasamy, "*Total Quality Management*", New Delhi: Tata McGraw Hill Publishing Co. Ltd, 2008.
3. J.R. Evans and W.M. Lindsay, "*Quality control and Management*", New Delhi: Cengage Learning first edition, 2010.
4. R.S.Naagarazan and A.A.Arivalagan, "*Total Quality Management*", New Delhi: New Age International Publisher, second edition, 2009.
5. Greg Brue, "*Six Sigma for Managers*", New Delhi: Tata McGraw Hill Publishing Co. Ltd, 2002.

12MC01

FUNDAMENTALS OF COMMERCIAL BANK MANAGEMENT

3 0 0 3

**Objectives:**

- Understand the process of financial intermediation.
- Understand the basic concepts of advances, deposits and Negotiable Instruments Act.
- Understand the nuances of modern banking.

**Course Outcomes**

- Able to process & pass cheques and interpret the clauses of Negotiable Instruments Act.
- Capable of opening various types of deposit accounts following the RBI norms and monitor the transactions in the account.
- Able to create charges and levy interest for various types of advances.

**Skill sets**

- Calculate capital adequacy ratio, interest on deposit and advance accounts.
- Help customers to remit money through various banking channels.
- Handle and maintain various types of deposit and advance accounts.

**Unit - I**

**Introduction to Banking**

Role of banks, Brief History of banking in India, Structure of banking sector in India, Rationale of Banking Sector reforms, Basle Committee recommendations, Banker Customer relationship, RBI Act (Salient Features)

*Latest recommendations of Basel Committee*

**10 Hours**

**Unit - II**

**Negotiable Instruments – Cheques**

Meaning, Characteristics, Crossing, Endorsement, Duties of paying banker, Duties of collecting banker, Bouncing of cheques.

*Liabilities of paying and collecting banks*

**10 Hours**

**Unit - III**

**Deposits**

Opening of bank accounts, Types of deposit accounts: Savings account, Current account, Fixed deposit, Recurring deposit, Certificate of deposit, KYC Norms.

*Monthly income plan*

**9 Hours**

**Unit - IV**

**Advances**

Principles of Sound Lending, Methods of granting advances, Types of securities, Modes of creating charges, Bank guarantees, Interest rates: Base rate, Fixed vs. floating rates, Registration of charges with ROC.

*RBI norms on bank charges*

**8 Hours**

**Unit – V**

**Other Services**

ATM, EFT, e-banking, m-banking, Ancillary businesses: DD, MT, TT, Safe deposit lockers, Credit cards, Debit cards, Smart cards, NEFT/RTGS, Call center.

*NEFT*

**8 Hours**

**Total: 45 Hours**

**References**

1. Dr. S. Gurusamy, *Banking Theory Law and Practice*, Uttar Pradesh: Tata McGraw Hill, 2009.
2. Benton E. Gup and James W. Kolari, *Commercial Banking: The Management of Risks*, New Delhi: Wiley India, 2005.
3. Justin Paul and Padmalatha Suresh, *Management of Banking and Financial Services*, New Delhi: Pearson Education, 2010.
4. K. C. Shekhar and Lekshmy Shekhar, *Banking Theory and Practice*, New Delhi: Vikas Publishing House Pvt., Ltd., 2009.
5. Timothy W. Koch and S. Scott Macdonald, *Bank Management*, Bangalore: Thomson South-Western, 2009.

12MC02

**RESOURCE MOBILIZATION – DEPOSITS**

**3 0 0 3**

**Objectives:**

- Know the banker customer relationship and KYC norms
- Know the basics of low cost, no cost and high cost deposits
- Recognize the importance of nomination and the rules governing non-resident accounts.

**Course Outcomes**

- Determine the documents necessary for opening of various deposit accounts.
- Able to guide customers in the operation of various deposit accounts.
- Settle the balance in decreased accounts.

**Skill sets**

- Stipulate the procedures for opening an illiterate persons' account and minors' account.
- Pass and collect Negotiable Instruments following the Negotiable Instruments Act.
- Handle inoperative and decreased accounts following RBI norms.

**Unit - I**

**Opening of deposit accounts**

Relationship with customers, Opening of accounts: Individuals, Illiterate persons, Minors, Blind persons, Firms, Associations and Limited Companies.

*HUF*

**8 Hours**

**Unit – II**

**Savings deposits**

Introduction, Savings Bank account rules, Passbooks/Statement of accounts, Payment of cheques, Collection of cheques, Payment of interest and Service charges, Closing of accounts.

*Issue of cheque books*

**9 Hours**

**Unit – III**

**Current Deposits**

Introduction, Current account rules, Procedure of return of unpaid cheques, Minimum balance, Service charges, Closing of accounts.

*Statement of current accounts*

**9 Hours**

**Unit - IV**

**Term deposits**

Introduction, various types of term deposits: Fixed deposit, Monthly income plan, Recurring deposit, Payment of deposit: On due date, Pre-payment, Renewal of deposits, Advances against bank's own deposit.

*Base rate*

**10 Hours**

**Unit - V**

**Other Aspects**

Nomination facilities, Deceased accounts, Inoperative accounts, Accounts of non-residents: NRE, NRO and FCNR accounts. DICGCI (Deposit Insurance alone).

*NRI*

**9 Hours**

**Total: 45 Hours**

**References**

1. Jyotsna Sethi and Nishwan Bhatia, *Elements of Banking and Insurance*, New Delhi: Prentice Hall of India, 2009.
2. D. Muraleedharan, *Modern Banking: Theory and Practice*, New Delhi: Prentice Hall of India, 2009.
3. Peter S. Roase and Sylvia C. Hudgins, *Bank Management & Financial Services*, New Delhi: Tata McGraw-Hill, 2009.
4. Reserve Bank of India, *Non – Resident Accounts*, Mumbai: Foreign Exchange Dealers' Association of India, 2000.
5. Reserve Bank of India, *Non – Residents Accounts*, Mumbai: Foreign Exchange Dealers' Association of India, 1992.

12MC03

**RESOURCE DEPLOYMENT – SMALL LOANS**

**3 0 0 3**

**Objectives:**

- Understand the purpose of lending and elements of income for banks.
- Understand the types of credit facilities and the procedure for granting various types of advances
- Understand the different types of securities and the methods of creating charges.

**Course Outcomes**

- Manage profitability of banks by working on spread and burden.
- Create charges in respect of single bank and consortium advances.
- Grant retail loans and determine the terms and conditions for the various types of advances.

**Skill sets**

- Fix reasonable targets for various branches of banks.
- Extend and monitor priority sector advances.
- Handle self liquidating advance for various borrower groups.
- Help the bank in its efforts for financial inclusion.

**Unit - I**

**Introduction to Advances**

Lending, Profit maximization: Spread, Burden, Net Interest Income, Net Interest Margin, Net Interest expenses, Non Interest Expenses, Non-Interest income.

*Cost minimization*

**8 Hours**

**Unit – II**

**Credit facilities and Securities**

Principles of Sound lending, Methods of granting advances, Types of Securities, Modes of creating charges, Floating charge, Consortium lending, credit syndication.

*Pledge of shares*

**9 Hours**

**Unit – III**

**Priority Sector advances**

Rationale of Priority Sector advances, Targets and sub targets under priority sector advances, Agricultural Lending: Direct and Indirect Finance, Micro and Small enterprises, Weaker sections.

*SIDBI*

**10 Hours**

**Unit – IV**

**Bills Business**

Introduction to Bills, Bills Purchased (clean bills), Bills purchased (Demand documentary bills), Bills discounting (Usance Bills).

*Foreign bills*

**9 Hours**

**Unit - V**

**Retail Lending**

Home loans, Educational loans, Credit Cards, Consumer loans, other personal loans, Calculation of EMI: Effect of quantum of advance, repayment period and Interest rates on EMI.

*Impact of fixed and floating rates*

**9 Hours**

**Total: 45 Hours**

**References**

1. Master Circular on Lending to Priority Sector, www.rbi.org.in
2. Prasanna Chandra, *Finance Sense: An Easy Guide for Non- Finance Executives*, New Delhi: Tata McGraw – Hill, 2000.
3. M.P. Narayanan and Vikram K. Nanda, *Finance for Strategic Decision Making: What Non-Financial Managers Need to Know*, New Delhi: Wiley, 2009.
4. Stewart C. Myers and Richard A. Brealey, *Brealey Myers: Principles of Corporate Finance*, New Delhi: Tata McGraw-Hill, 2011.
5. James C. Van Horne and John M. Wachowicz, JR., *Fundamentals of Financial Management*, New Delhi: PHI, 2008.



12MC04

**RESOURCE DEPLOYMENT – COMMERCIAL ADVANCES**

**3 0 0 3**

**Objectives:**

To make the students understand

- the procedure of pre-sanction appraisal and the care to be taken for creating viable advances
- the ways of granting working capital and term loans
- the importance of managing receivables by corporates and mechanism for enhancing the return.

**Course Outcomes**

- Able to conduct pre- sanction appraisal of large advances.
- Arrive at the working capital requirement of corporates.
- Grant bank guarantees and other non – fund based advances.

**Skill sets**

- Interpret markets and environment for developing a healthy credit portfolio.
- Apply the appropriate recommendations of the various committees for helping the bank to appraise the customers’ requirement of short term financial requirements.
- Handle factoring and forfeiting services of banks subsidiaries.

**Unit - I**

**Pre – Sanction appraisal**

Introduction to Pre-sanction appraisal, Borrower appraisal, Management appraisal, Financial appraisal, Market appraisal, Environmental appraisal.

*Pre sanction inspection*

**8 Hours**

**Unit - II**

**Working Capital Finance**

Net Working Capital, Operating Cycle Theory, Tandon committee norms: First method of lending, second method of lending and third method of lending, Nayak Committee recommendations.

*Gross working capital*

**9 Hours**

**Unit - III**

**Term Lending**

Purpose of term loans, Project appraisal: Break even point, Interest Coverage ratio, Debt Coverage ratio, Sensitivity analysis, Fixing repayment schedule, Mortorium period.

*Telescopic repayment period*

**10 Hours**

**Unit - IV**

**Non- Fund based advances**

Introduction to Bank Guarantees, Types of Guarantees, Financial Guarantees, Performance Guarantees, Deferred Payment Guarantees, Appraisal and Fixing of Guarantee limits, Security to be obtained for non-fund based advances.

*Guarantee commission*

**10 Hours**

**Unit - V**

**Factoring Services**

Receivables: collection policy by corporates, Factoring services: Role of factors and types of factoring services, forfeiting.

*Factoring subsidiaries*

**8 Hours**

**Total: 45 Hours**

**References**

1. R. Viswanathan, *Industrial Finance*, New Delhi: Macmillan India Limited, 2002.
2. Hrishikes Bhattacharya, *Working Capital Management: Strategies and Techniques*, New Delhi: PHI, 2009.
3. Joseph P. Ogden, Frank C. Jen and Philip F. O’Connor, *Advanced Corporate Finance: Policies and Strategies*, New Delhi: Pearson Education, 2003.
4. Richard A Brealey, Stewart C Myers, Franklin Allen and Pitabas Mohanty, *Principles of Corporate Finance*, New Delhi, Tata McGraw-Hill, 2007.
5. Aswath Damodaran, *Corporate Finance: Theory and Practice*, New Delhi: Wiley, 2009.

12MC05

EXPORT AND IMPORT FINANCING

3 0 0 3

**Objectives:****The students on completion of the course will be able to**

- Understand the basics of Uniform Customs and Practices for Documentary Credits (UCPDC)
- Understand the procedure for granting export and import credit
- Know the agencies involvement in promoting export credit and their roles in enhancing the external trade.

**Course Outcomes**

- Analyze the risks faced by the exporter and guide him to mitigate the risks.
- Grant pre and post shipment credit by adopting suitable safeguards.
- Interpret the provisions of EXIM policy for promoting exports.

**Skill sets**

- Issue various letters of credit.
- Handle packing credit in foreign currencies.
- Cover the risks of exporters under ECGC policy.
- Promote products in emerging markets.

**Unit – I****Introduction to Documentary credits**

Documentary Credits, Letters of Credit, Parties to letters of credit, Types of letters of credit, Documents in documentary credit.

*FOB, CIF, C&F*

**10 Hours****Unit – II****Export Finance – Pre-shipment Advance**

Pre-shipment finance, Types of Pre-shipment finance, Disbursements of packing credit advance, Overdue Packing Credit Advances and their follow up, Packing Credit in Foreign Currency (PCFC).

*Transshipment*

**10 Hours****Unit – III****Export Finance – Post-shipment Advance**

Post – shipment finance, Rules governing post-shipment finance, Types of post-shipment finance, Crystallization of overdue export bills and their follow up.

*Forward cover*

**9 Hours****Unit – IV****Imports**

Import letter of credit, Rules governing Import credit, Forward exchange contracts for imports, Payment for import of goods.

*Technology imports*

**8 Hours****Unit – V****ECGC and EXIM Bank**

Export and Import policy of India, Incentives given by the Government of India for exports, Role of RBI in promoting export credit, ECGC – Types of policies, EXIM bank – its role and their promotional activities.

*Foreign Trade shows*

**8 Hours****Total: 45 Hours****References**

1. Reserve Bank of India, *Documentary Credits*, Mumbai: Foreign Exchange Dealers' Association of India, 2000.
2. Reserve Bank of India, *Exports Finance*, Mumbai: Foreign Exchange Dealers' Association of India, 2000.
3. Reserve Bank of India, *Trade and Exchange Control Regulations Relating to Imports*, Mumbai: Foreign Exchange Dealers' Association of India, 2000.
4. Dun and Bradstreet, *Foreign Exchange Markets*, New Delhi: Tata McGraw-Hill, 2007.
5. Thummuluri Siddaiah, *International Financial Management*, New Delhi: Pearson, 2010.

12MC06

**MANAGEMENT OF NON-PERFORMING ASSETS**

**3 0 0 3**

**Objectives:**

**The students on completion of the course would be**

- Able to know the impact of sickness on industries and ways & means of preventing sickness
- Able to know the procedure for classification of assets
- Able to know the process of recovery of advances and the role of Credit Guarantee Corporation.

**Course Outcomes**

- Identify the symptoms of sickness and initiate appropriate measures to avoid sickness.
- Classify advances into standard, substandard, doubtful and loss assets.
- Cover the loans under the credit guarantee schemes.

**Skill sets**

- Take up appropriate post sanction inspection of various units to maintain the health of the portfolio.
- Recover dues in stressed accounts using appropriate legal provisions.
- Draw rehabilitation package for sick units.
- Get the claims settled through Credit Guarantee Corporation.

**Unit – I**

**Sickness and its Prevention**

Causes and detection of sickness, Follow up of advances, Post – sanction inspection, ABC norms, Sick Industrial companies Act – BIFR.

*Risk averseness*

**8 Hours**

**Unit – II**

**Non-Performing Assets**

Introduction to NPAs, Income Recognition, Asset classification: Standard, Sub-standard, Doubtful and loss assets, Provisioning to various Non- Performing assets and write – off of advances.

*Gross NPA and Net NPA*

**10 Hours**

**Unit – III**

**Rehabilitation of sick units**

Classification of units as viable and non-viable, Guidelines for drawing rehabilitation scheme, revival by Mergers and Amalgamations, Concessions under Income Tax Act for mergers.

*Unwillingness to pay and inability to pay*

**10 Hours**

**Unit – IV**

**Recovery of dues**

Corporate Debt Restructuring, Civil suits, Debt Recovery Tribunal, Securitization and Reconstruction of Financial Assets and Securities Interest Act SARFASI, Asset Reconstruction Company, Compromise agreements

*CIBIL*

**9 Hours**

**Unit – V**

**Credit Guarantee Corporation**

Objectives of Credit Guarantee Corporation, the small loans Guarantee scheme, the small loans (SSI) Guarantee Scheme, Accounting practices.

*Crop insurance*

**8 Hours**

**Total: 45 Hours**

**References**

1. Master Circular on NPA – Norms for Classification of Advances, www.rbi.org.in
2. Master Circular on Prudential Norms on Capital Adequacy, www.rbi.org.in
3. Master Circular on A Guide to Deposit Insurance, www.dicgc.org.in
4. Ciaran Walsh, *Key Management Ratios: How to Analyze, Compare and Control the Figures that Drive Company Value*, New Delhi: Macmillan India Ltd., 2006.
5. I. M. Pandey and Ramesh Bhat, *Cases in Financial Management*, New Delhi: Tata McGraw-Hill, 2000.

12MC07

**RISK MANAGEMENT IN BANKS**

3 0 0 3

**Objectives:**

The students would be able to know

- The meaning of risk and the various types of risks the banks are exposed to
- The basics of market risk & credit risk and the method of minimizing these risks.
- The basics of off-balance sheet risks, Forex risk and their impact on banks.

**Course Outcomes**

- Able to reprice assets and liabilities of bank.
- Measure the impact of various risks on banks profitability.
- Apply appropriate tools to minimize the impact of various risks on bank.

**Skill sets**

- Draw maturity buckets for determining interest rates for advances and deposits.
- Design credit scoring model for measuring credit risk.
- Enter into derivative trade for hedging risks.
- Take appropriate steps to tackle operational risk.

**Unit I**

**Introduction to Risks**

Risk, An introduction to various risks faced by banks, the impact of risks on banks profitability and the regulations of RBI to mitigate these risks.

*Zero risk assets*

**8 Hours**

**Unit II**

**Market Risks**

Interest rate risks, Rate sensitive assets, Rate sensitive liabilities, Repricing risks, Liquidity risk, Asset liability management Committee: role and purpose.

*Maturity buckets*

**9 Hours**

**Unit III**

**Credit Risk**

Credit quality problems, Meaning of willful default and inability by borrower to pay the dues, Measurement of credit risk, Credit scoring models, Loan portfolio and concentration risk.

*Discriminant analysis*

**10 Hours**

**Unit IV**

**Off-Balance Sheet Risks**

Commercial letters of credit, Standby letters of credit, Guarantees, Derivative contracts: basics of reducing off-balance sheet risks.

*Notes on accounts*

**10 Hours**

**Unit V**

**Other Risks**

Operational risk, Foreign exchange risk, Country or sovereign risk, Technology risk, Insolvency risk and Capital adequacy norms.

*Sovereign rating by credit rating agencies*

**8 Hours**

**Total: 45 Hours**

**References**

1. Jayadev, *Commercial bank Management*, New Delhi: Tata McGraw-Hill, 2011.
2. Ciby Joseph, *Credit Risk Analysis:A tryst with strategic prudence*, New Delhi: Tata McGraw-Hill, 2006.
3. Mark S. Dorfman, *Introduction to Risk Management and Insurance*, New Delhi: PHI, 2009.
4. Dun and Bradstreet, *Financial Risk Management*, New Delhi: Tata McGraw-Hill, 2007.
5. Rene M. Stulz, *Risk Management and Derivatives*, New Delhi: Thomson South-Western, 2006.

**12MG01 DISASTER MANAGEMENT****3 0 0 3****Objectives**

- To enable the students to understand the components of Disaster Management.
- To familiarize the students about the strategies of Disaster Management.
- To understand the Indian perspectives on Disaster Management.

**Course Outcomes**

- Assess risk and take steps to mitigate various disasters.
- Able to handle psychological trauma and stress.
- Handle media to bring about a speedy response to a disaster.

**Skill sets**

- Develop a quick response system in case of a disaster.
- Handle technology to mitigate disasters.
- Formulate strategies to avoid disasters.
- Rehabilitate victims of various disasters.

**UNIT – I****Introduction:**

Dimensions of Natural & Anthropogenic, Disasters, Principles /Components of Disaster Management, Organisational Structure for Disaster Management, Disaster, Management Schemes/SOPs, Natural Disasters and Mitigation, Efforts, Flood Control, Drought Management, Cyclones, Avalanches, Mangroves, Land Use Planning, Role of Union/States, Role of Armed Forces/Other Agencies in Disasters, Important Statutes/ Legal Provisions, IEDs /Bomb Threat Planning, NBC Threat and Safety Measures, Forest Fires, Oil Fires, Crisis in Power Sector, Accidents in Coal Mines, Terrorism and Emergency Management.

**10 Hours****UNIT – II****Strategies in Disaster Management**

Operations Management (OM), Risk Assessment and Disaster Response, antifriiction Techniques, NGO Management, SWOT Analysis based on Design &Formulation Strategies, Insurance & Risk Management, Institution Awareness and Safety Programmes.

**10 Hours****UNIT – III****Psychological and Technological aspects in Disaster**

Psychological and Social Dimensions in Disasters, Trauma and Stress, Emotional Intelligence, Electronic Warning Systems, Recent Trends in Disaster information Provider, Geo Informatics in Disaster Studies, Cyber Terrorism, Remote Sensing & GIS Technology, Laser Scanning.

**9 Hours****UNIT – IV****Applications in Disaster Management**

Statistical Seismology, Quick Reconstruction Technologies, Role of Media in Disasters, Management of Epidemics, Bio-Terrorism, Forecasting / Management of Casualties.

**8 Hours****UNIT – V****Disaster Management in India**

Disaster preparedness, Disaster mitigation, Forecasting and warning of disasters, Assessing risk and vulnerability, Disaster management in India, Role of news media in Disaster management, Rehabilitation of victims.

**8 Hours****Total: 45 Hours****References**

1. Singh, *Disaster Management*, New Delhi: Future APH Publishers, ,2008.
2. Saravanakumar, *Disaster Management* , Himalaya Publishing House,2010.
3. S. L. Goel, *Encyclopedia of Disaster Management*, Deep & DeepPublications Pvt Ltd,2006.
4. Sahni, *Disaster Mitigation: Experiences and Reflections*, New Delhi:PHI Learning, 2001.
5. Shaw,*Disaster Management*, New Delhi: Orient Longman , 2009.

12MG02

ENVIRONMENTAL MANAGEMENT

3 0 0 3

**Objectives**

- To expose the students to environmental problems and issues in a scientific framework.
- To enable the students to develop methodologies to solve environmental problems.
- To enable them understand the importance of the implementation of existing environmental policies in achieving sustainable development.

**Course Outcome**

- Apply environmental norms in the organization.
- Analyze the issues from the perspective of Environmental protection Laws.
- Able to safeguard the natural resources.

**Skill Set**

- Create Environmental Management standards.
- Dealing the Environmental issues in an ethical way.
- Develop remedies to environmental problems.
- Apply creativity in transforming waste to wealth.

**UNIT – I**

**Environment Management**

Fundamentals, Sustainable Development, Implications of human population growth, Limits to growth, Environment education and Business Schools

**9 Hours**

**UNIT – II**

**Energy Management**

Fundamentals, Fossils Fuels use, Energy production and trade, Energy Balance.

**9 Hours**

**UNIT – III**

**Non-Conventional Energy**

Nuclear Power, Solar Power Market, Wind Power, Ecosystem Concepts, Basic Concepts and their application in business, Industrial Ecology and Recycling Industry

**9 Hours**

**UNIT – IV**

**Environmental Management System**

EMS Standards, ISO 14000, Environmental Auditing, Clearance/Permissions for establishing industry, Environmental Management and Valuation, Environmental Economics, Environmental Taxes Shifts, Green Funding, Corporate Mergers, Environmental Ethics, Trade and Environmental Management, Debt and Environment, GATT / WTO Provisions, Environmental Laws.

**9 Hours**

**UNIT – V**

**Role of NGOs**

PIL, Pollution and Waste Management, Air, Water and Land Pollution, Trades in wastes, Water, Forest and Biodiversity Management, Water Resources, Approaches to Corporate Ethics and Bio-ethics.

**9 Hours**

**Total: 45 Hours**

**References**

1. Uberoi N. K., "Environment Management", Excel Books, New Delhi:2009.
2. Krishnamoorthy, "Environmental Management", Prentice Hall India, New Delhi: 2008.
3. Robert Staib., "Environmental Management and Decision Making for Business" Palgrave Macmillan: 2005.
4. Kolstad Charles. D., "Environmental Economics", Oxford University Press: 2010.
5. Harley Nick., "Environmental Economics", Macmillan India: 2009

**12MG03 BUSINESS ETHICS**

**3 0 0 3**

**Objectives**

- To enable the students to understand business ethics.
- To bring awareness to the students about moral standards.
- To enable them to understand how these moral standards apply to organizations.

**Course Outcomes**

- Appreciate the ethical dimensions in work place and uphold the value system.
- Execute the various roles either in HR or Finance or Marketing without any dilution in ethical values.
- Contribute to the CSR activity of the company based on the company's philosophy of business ethics.

**Skill sets**

- Evaluate HR policies avoiding discrimination and infringement of privacy.
- Prepare financial statements with total transparency.
- Prepare marketing strategies without compromising values.

**UNIT – I**

**Introduction to Indian Values and Ethos**

Introduction to Business Ethics: Nature, Scope, Objective, Importance, Moral, Values, Normative Ethics in Managerial Decision Making,

**8 Hours**

**UNIT – II**

**Ethical Issues in HRM in Indian Context**

Job Discrimination, Employee Privacy, Compensation, Whistle Blowing, Trade Secrets and Conflict of Interest, Sexual Harassment, Downsizing,

**8 Hours**

**UNIT – III**

**Ethical Issues in Marketing in Indian Context**

Advertising Ethics, Consumer Privacy, Pricing, Deceptive and Manipulative Marketing Practices, Competitive Intelligence, Product Safety

**10 Hours**

**UNIT – IV**

**Ethical Issues in Finance and Information Technology in Indian Context**

Doctoring of Financial Statements, Deception, Churning, Financial Markets, Insider Trading, Acquisitions, Conflict of Interest

Email & Internet usage at work, Software Piracy, Security Issues

**10 Hours**

**UNIT – V**

**Social Responsibility in Indian Context**

Corporate Social Responsibility, Corporate Governance in India: Issues, Need, Code, Transparency and Disclosure, Role of Auditors, Board of Directors and Share Holders.

**9 Hours**

**Total: 45 Hours**

**References**

1. S. K.Chakraborty, “*Values and Ethics for Organisations*”, New Delhi: Oxford University Press, 2007
2. C. S. V.Murthy, “*Business Ethics*”, Mumbai: Himalaya Publishing, 2011.
3. S. K.Chakraborty, “*The Management and Ethics Omnibus*”, New Delhi: Oxford University Press, 2001
4. Sadri, “*Business Ethics: Concept and Cases*”, New Delhi: Tata McGraw Hill, 2009.
5. Sathish Modh, “*Ethical Management: Text and Cases in Business Ethics and Corporate Governance*”, Noida: Mac Milan, 2005.