



SCHOOL OF MANAGEMENT

Approved by AICTE

DWARKADOSS GOVERDHAN DOSS VAISHNAV COLLEGE
(AUTONOMOUS)

M B A

(NEW Curriculum, Syllabus, effective from JUNE – 2019)



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CURRICULUM FOR MBA (FULL TIME)**FIRST SEMESTER(AUG - OCT)**

| Course Code | Course Title | DEPT | L | T | P | C | CA | E | T |
|--------------------|---|-------------|-----------|----------|----------|-----------|-----------|----------|------------|
| MBA-101 | MANAGEMENT PROCESS AND ORGANIZATIONAL BEHAVIOUR | MBA | 3 | - | 1 | 4 | 40 | 60 | 100 |
| MBA-102 | STATISTICS FOR MANAGEMENT | MBA | 3 | - | 1 | 4 | 40 | 60 | 100 |
| MBA-103 | ECONOMICS FOR MANAGERS | MBA | 3 | - | 1 | 4 | 40 | 60 | 100 |
| MBA-104 | ACCOUNTING FOR MANAGERS | MBA | 3 | - | 1 | 4 | 40 | 60 | 100 |
| MBA-105 | LEGAL SYSTEMS IN BUSINESS | MBA | 3 | - | 1 | 4 | 40 | 60 | 100 |
| MBA-106 | INTERNATIONAL BUSINESS MANAGEMENT | MBA | 3 | - | 1 | 4 | 40 | 60 | 100 |
| MBA-107 | ENTREPRENEURSHIP | MBA | 3 | - | 1 | 4 | 40 | 60 | 100 |
| MBA-S-101 | SOFT SKILLS-I – ADVANCED COMPUTING SKILLS | MBA | - | - | 2 | 2 | 40 | 60 | 100 |
| | | | | | | | | | |
| SUB-TOTAL | | | 21 | - | 9 | 30 | | | 800 |

SECOND SEMESTER(DEC- MAR)

| Course Code | Course Title | DEPT | L | T | P | C | CA | E | T |
|--------------------|--|-------------|-----------|----------|-----------|-----------|-----------|----------|------------|
| MBA-201 | HUMAN RESOURCE MANAGEMENT | MBA | 3 | - | 1 | 4 | 40 | 60 | 100 |
| MBA-202 | RESOURCE MANAGEMENT TECHNIQUES | MBA | 3 | - | 1 | 4 | 40 | 60 | 100 |
| MBA-203 | OPERATIONS MANAGEMENT | MBA | 3 | - | 1 | 4 | 40 | 60 | 100 |
| MBA-204 | FINANCIAL MANAGEMENT | MBA | 3 | - | 1 | 4 | 40 | 60 | 100 |
| MBA-205 | RESEARCH METHODOLOGY | MBA | 3 | - | 1 | 4 | 40 | 60 | 100 |
| MBA-206 | MANAGEMENT INFORMATION SYSTEMS | MBA | 3 | - | 1 | 4 | 40 | 60 | 100 |
| MBA-207 | MARKETING MANAGEMENT | MBA | 3 | - | 1 | 4 | 40 | 60 | 100 |
| MBA-S-201 | SOFT SKILLS-II- ADVANCED LANGUAGE & PRESENTATION SKILLS (OR) | MBA | 2 | - | - | 2 | 40 | 60 | 100 |
| MBA-S-202 | FRENCH FOR BEGINNERS 1 | | | | | | | | |
| MBA-299 | INTERNSHIP –1- (DEC – JAN 4 WEEKS) | MBA | - | - | 4 | 4 | 25 | 75 | 100 |
| SUB-TOTAL | | | 23 | - | 11 | 34 | | | 900 |

THIRD SEMESTER(JUL-OCT)

| Course Code | Course Title | Dept. | L | T | P | C | CA | E | T |
|------------------|--|-------|-----------|----------|----------|-----------|----|----|------------|
| MBA-301 | STRATEGIC MANAGEMENT | MBA | 3 | - | 1 | 4 | 40 | 60 | 100 |
| MBA-302 | TOTAL QUALITY MANAGEMENT | MBA | 3 | - | 1 | 4 | 40 | 60 | 100 |
| | ELECTIVE – 1 | MBA | 3 | - | - | 3 | 40 | 60 | 100 |
| | ELECTIVE -2 | MBA | 3 | - | - | 3 | 40 | 60 | 100 |
| | ELECTIVE-3 | MBA | 3 | - | - | 3 | 40 | 60 | 100 |
| | ELECTIVE -4 | MBA | 3 | - | - | 3 | 40 | 60 | 100 |
| MBA-S-301 | SOFT SKILLS – SPOKEN AND PRESENTATION SKILL (OR) FRENCH FOR BEGINNERS 2 | MBA | - | - | 2 | 2 | 40 | 60 | 100 |
| MBA-S-302 | | | | | | | | | |
| MBA 399 | INTERNSHIP 2 – (MAY – JUN - 4Weeks) | MBA | - | - | 4 | 4 | 25 | 75 | 100 |
| SUB-TOTAL | | | 18 | - | 8 | 26 | | | 800 |

FOURTH SEMESTER (DEC-MAR)

| Course Code | Course Title | Dept. | L | T | P | C | CA | E | T |
|--------------------|---------------------------------------|-------|-----------|----------|-----------|------------|-------------|-------------|-------------|
| | ELECTIVE -5 | MBA | 3 | - | - | 3 | 40 | 60 | 100 |
| | ELECTIVE – 6 | MBA | 3 | - | - | 3 | 40 | 60 | 100 |
| | ELECTIVE – 7 | MBA | 3 | - | - | 3 | 40 | 60 | 100 |
| | ELECTIVE -8 | MBA | 3 | - | - | 3 | 40 | 60 | 100 |
| MBA-S-401 | SOFT-SKILLS – MANAGERIAL SKILLS | MBA | | - | 2 | 2 | 40 | 60 | 100 |
| MBA-499 | FINAL PROJECT – (DEC-JAN- 8 WEEKS) | MBA | - | - | 8 | 8 | 50 | 150 | 200 |
| SUB-TOTAL | | | 12 | - | 10 | 22 | | | 700 |
| GRAND-TOTAL | | | 76 | 5 | 38 | 112 | 1220 | 1980 | 3200 |

LIST of ELECTIVES for MBA (Full Time)-Semester III and IV

| Course Code | Course Title | Dept. | L | T | P | C |
|----------------------------------|---|-------|---|---|---|---|
| FINANCE | | | | | | |
| FIN-301 | INVESTMENT MANAGEMENT | MBA | 3 | 0 | 0 | 3 |
| FIN-302 | INTERNATIONAL FINANCIAL MANAGEMENT | MBA | 3 | 0 | 0 | 3 |
| FIN-303 | MERCHANT BANKING AND FINANCIAL SERVICES | MBA | 3 | 0 | 0 | 3 |
| FIN-401 | FINANCIAL DERIVATIVES | MBA | 3 | 0 | 0 | 3 |
| FIN-402 | RISK MANAGEMENT AND INSURANCE | MBA | 3 | 0 | 0 | 3 |
| FIN-403 | CORPORATE TAXATION | MBA | 3 | 0 | 0 | 3 |
| MARKETING | | | | | | |
| MKT-301 | SERVICES MARKETING | MBA | 3 | 0 | 0 | 3 |
| MKT-302 | INTEGRATED MARKETING COMMUNICATION | MBA | 3 | 0 | 0 | 3 |
| MKT-303 | GLOBAL MARKETING MANAGEMENT | MBA | 3 | 0 | 0 | 3 |
| MKT-401 | SALES AND DISTRIBUTION MANAGEMENT | MBA | 3 | 0 | 0 | 3 |
| MKT-402 | RETAIL MANAGEMENT | MBA | 3 | 0 | 0 | 3 |
| MKT-404 | SOCIAL MEDIA MARKETING | MBA | 3 | 0 | 0 | 3 |
| HUMAN RESOURCE MANAGEMENT | | | | | | |
| HR-301 | STRATEGIC HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT | MBA | 3 | 0 | 0 | 3 |
| HR-302 | LABOUR LEGISLATIONS | MBA | 3 | 0 | 0 | 3 |
| HR-303 | GLOBAL HUMAN RESOURCE MANAGEMENT | MBA | 3 | 0 | 0 | 3 |
| HR-305 | LEADERSHIP AND ORGANISATIONAL EFFECTIVENESS | MBA | 3 | 0 | 0 | 3 |
| HR-401 | KNOWLEDGE MANAGEMENT | MBA | 3 | 0 | 0 | 3 |
| HR-402 | TRAINING AND HUMAN PERFORMANCE ENHANCEMENT | MBA | 3 | 0 | 0 | 3 |
| SYSTEMS | | | | | | |
| SYS-301 | BIG DATA TECHNOLOGY | MBA | 2 | 0 | 1 | 3 |
| SYS-302 | DATA MINING AND WAREHOUSING | MBA | 2 | 0 | 1 | 3 |
| SYS-303 | CLOUD COMPUTING | MBA | 2 | 0 | 1 | 3 |
| SYS-401 | E – COMMERCE TECHNOLOGY AND MANAGEMENT | MBA | 2 | 0 | 1 | 3 |
| SYS-402 | EMERGING TECHNOLOGIES FOR MANAGEMENT | MBA | 2 | 0 | 1 | 3 |
| SYS-403 | ENTERPRISE RESOURCE PLANNING | MBA | 2 | 0 | 1 | 3 |

SUPPLY CHAIN MANAGEMENT

| | | | | | | |
|----------|---|-----|---|---|---|---|
| SCM -301 | INTEGRATED SUPPLY CHAIN MANAGEMENT | MBA | 3 | 0 | 0 | 3 |
| SCM-302 | PURCHASING MANAGEMENT | MBA | 3 | 0 | 0 | 3 |
| SCM-401 | INTERNATIONAL LOGISTICS AND MANAGEMENT OF GLOBAL SUPPLY CHAIN | MBA | 3 | 0 | 0 | 3 |
| SCM-402 | TRANSPORTATION AND WAREHOUSING MANAGEMENT | MBA | 3 | 0 | 0 | 3 |

1. MANAGEMENT PROCESSES AND ORGANIZATIONAL BEHAVIOUR

Course Code: MBA-101

| L | T | P | C |
|----------|----------|----------|----------|
| 3 | - | 1 | 4 |

Objective

A study of this course will help in understanding management principles and why employees behave the way they do, and also thereby predict how they are going to behave in the future. It is important to understand the diversity of societal culture and its bearings on the culture of an organization.

Contents:

Unit I:

Management Processes -Planning, Organizing, Directing, controlling, coordinating, span of control, centralization Vs decentralization, Introduction to Decision Planning & Business Models

Unit II:

Introduction to Organisation Behavior, Historical perspective

Unit III :

Foundations of individual Behaviour- Personality, perception, attitudes, values and job satisfaction, learning, Motivation- concepts and applications

Unit IV:

Foundations of Group Behaviour – Groups, team building, conflicts and negotiations, communication, leadership, power and politics, Stress

Unit V:

Dynamics of organization – types of organization, organization structure, culture and climate, organization change and development, organization effectiveness, QWL, International OB- Introduction to decision making science and concepts of Business models

Note: Psychometric instruments are used for 3, 4 & 5 to enable the students to carry out an objective Self-Appraisal.

Text Books:

1. K.Aswhappa, Organisation Behaviour Text, Cases and Games, , Himalaya Publishing House.
2. Organisation Behaviour – by S.S.Khanka, S.Chand , New Delhi – 2003

Reference Books :

- 1.FredLuthans, OrganisationBehaviour, McGraw Hill
- 2.HellRiegel, Slocum and Woodman, OrganisationBehaviour, South Western, Thomson Learning, 9th Edition,
- 3.R.S.Dwivdi,Human Relations &OB McMillan India Ltd.,5thEd
- 4.Staw, B.M. Psychological Dimensions of Organizational Behaviour, 2nd Edition, Engle Wood Cliffs, Prentice Hall 1995.
- 5.Stephen P. Robbins, Organizational Behaviour, 9th Edition, Pearson Education, New Delhi, 2002.

2. STATISTICS FOR MANAGEMENT**Course Code: MBA-102**

| | | | |
|----------|----------|----------|----------|
| L | T | P | C |
| 3 | - | 1 | 4 |

Objective

This course is aimed at introducing the statistical concepts which would enable students to take better business decisions. A greater emphasis will be on the use of packages especially MS EXCEL, to compute and interpret the statistical data. The course would be administered using both lectures and tutorials to give the students a hands-on experience with simulated real life business situation.

Contents:

Unit I: Probability: Introduction to probability theory: events and their probabilities, subjective probabilities; continuous and discrete distributions: Binomial, Poisson, Normal, and exponential distributions; Expected values, averages and standard deviations. Conditional Probability – Bayes' theorem.

Unit II:

Correlation, Regression Analysis: Correlation coefficient – Rank Correlation coefficient – Regression lines.

Unit III:

Sampling distribution : Estimation and Hypothesis, Sampling Distribution concepts, Introduction to sampling distributions, concepts – sample size — Hypothesis – Testing of Proportion and Mean - Methods of sampling – Concepts of sampling and non- sampling errors – Standard error- Type I and Type II error in Hypothesis testing

Unit IV: Parametric Analysis –. Chi Square Test – Goodness of Fit – Relationship between variables - t test

Unit V: Analysis of variance – one-way and two-way classification

Text Book:

- 1.P.R. Vittal, Quantitative techniques, Margham publications
- 2.T N Srivatsava,Shailajarego,Statistics for managers TATA MC GRAW HILL
3. Statistical tools for managers using MS EXCEL

Reference Books:

- 1.Green&Tull, Market Research, Prentice Hall
2. Amir D. Aczel, Complete Business Statistics, 5th ed., Irwin McGraw Hill,2001
3. Hooda R.P, Statistics for Business and Economics, 2nd ed., McMillan India
4. Richard I .Levin & David S .Rubin, Statistics For Management ,7th ed., PHI
5. Dr. P.N. Arora and Mrs. S. Arora, Statistics for management, S. Chand & Company Ltd.

3. ECONOMICS FOR MANAGERS

| L | T | P | C |
|---|---|---|---|
| 3 | - | 1 | 4 |

Course Code: MBA-103

Objective:

This course is intended to provide an introduction to basic principles of macroeconomics and microeconomics – its application to business decision and important macro –economic issues such as the national income and accounting , determinants of long run economic growth , trade balance and financial flows . Macroeconomic and organizational, informational and financial context of business.

Contents:

Unit I:

Introduction to Managerial Economics – Decision making in the household: Consumer choice, Theory of Demand; Its Determination, Estimation and Forecasting – Decision making in the firm: production, cost, supply; its Determination and Derivation.

Unit II:

Macroeconomics : National Income – GDP – GNP – NNP –Price Indices – Inflation – Output – Consumption – Savings – Investment – International Trade , IS-LM Model , Impact of government policies –Monetary policy –Fiscal policy – Indian Trade policy –Exchange rate policy.

Unit III:

Equilibrium in different market structures – Perfect Competition, Monopoly, Discriminating Monopoly, Monopolistic Competition, Oligopoly; Pricing –Types and Methods.

Unit IV:

Econometrics – Different Data types – Regression Models ; Demand analysis and Forecasting – Techniques of Demand Forecasting ; Use of Software packages for Forecasting ; Use of Software Packages for Forecasting ; Use of Big Data Analytics in Economics.

Unit V:

Role of Central Banks – Role of Commercial Banks – Impact of Interest Rates in all areas – Foreign Exchange Market : Determination of Exchange rate , Impact of Foreign Exchange Rate , Forward Contracts , Futures and Options to manage the impact of Exchange Rate changes ; Concept of Globalization – Institutions encouraging IN Trade – Balance of Trade – Balance of Payments.

Text Books :

- 1.S.Shankaran -- Managerial Economics – Margham Publications
2. YogeshMaheshwari, Managerial Economics – Prentice Hall of India Limited, Delhi

Reference Books:

1. Mithani, D M, Managerial Economics – Theory & Applications, Himalaya Pub.
2. Mehta, P L, Managerial Economics – Analysis, Problems & Cases, Sultan Chand
3. Peterson, H. C and Lewis, W. C. Managerial Economics, 4th Ed, Prentice Hall
4. Abel & Bernanke, Macroeconomics, 4thed, Pearson Pub
5. Froyen, Macroeconomics, 6th ed., Pearson Education

4. ACCOUNTING FOR MANAGERS

| | | | |
|----------|----------|----------|----------|
| L | T | P | C |
| 3 | - | 1 | 4 |

Course Code: MBA- 104

Objective:

This course aims at introducing basic accounting concepts, the system of recording and summarizing the effects of transactions on financial statements. Efforts will also be made to analyze and interpret the profitability and financial solvency of a business, the importance of internal control over cash, receivables, inventories, payables, liabilities and fixed assets.

Contents:

Unit I:Financial Accounts

Accounting Definition- Principle Concepts – Conventions – Accounting Standards - Preparation Of Financial Statement: Trial Balance- Trading & Profit And Loss Account

Unit II:Company Accounts

Meaning Of Company – Maintenance Of Books Of Accounts – Profit Or Loss Before Incorporation – Final Accounts Of Company – Alteration Of Share Capital – Preferential Allotment, Employee Stock Option – Buy Back Of Securities

Unit III: Analysis Of Financial Statement

Financial Statement Analysis-Ratio Analysis - Funds Flow Analysis – Cash Flow Analysis – Limitation

Unit IV:Cost Accounting

Cost Accounts – Classification And Accounting Of Manufacturing Costs – Cost Accounting System - Budgets And Budgetary Control – Marginal Cost Analysis, Cost Accounting – Elements Of Cost – Standard Costing And Variance Analysis

Unit V:Accounting In Computerised Environment

Significance Of Computerized Accounting System – Codification And Grouping Of Accounts – Maintaining The Hierarchy Of Ledgers – Prepackaged Accounting Software.

Text books :

- 1.M.Y. Khan & P.K. Jain – Management Accounting, Tata McGraw Publishing Company Ltd.
2. S.K. Bhattacharya John Dearden – Accounting for Management Text and Cases Vikas Publishing House, New Delhi

Reference Books:

1. Carl S Warren, James M Reeves, Philip E Fess, "Financial Accounting", Thompson, 2003
2. T.S. Reddy & Y. Hari Prasad Reddy – Financial and Management Accounting – Margham Publications,
3. Nhavesh M. SPaul, Cost Accounting or Management Accounting, Allied Publishers Ltd., New Delhi, 1997
4. S.P. Jain & K.L. Narang, Cost Accounting, Kalyani Publishers, Ludhiana, 1997
5. N. Ramachandran & Ramkumar – "Financial accounting for management – Tata McGraw Hill

5. LEGAL SYSTEMS IN BUSINESS

| L | T | P | C |
|---|---|---|---|
| 3 | - | 1 | 4 |

Course Code: MBA-105**Objective:**

To create the knowledge of Legal perspective and its practices to improve the business. Legal insight will be established in the business practices according to the situation of changing environment.

Contents**Unit I : Commercial Law - The Indian Contract Act 1872**

Definition of contract, essential elements and types of a contract, Formation of a contract, performance of contracts, breach of contract and its remedies, Quasi contracts - Contract Of Agency: Nature of agency, Creation and types of agents, Authority and liability of Agent and principal: Rights and duties of principal and agents, termination of agency.

Unit II: Commercial Law - The Sale of Goods Act 1930

Special contracts – sale of goods act 1930 – negotiable instruments act 1881, Types of negotiable instruments

Unit III: Company Law

Kinds of companies – formation & incorporation of a company – memorandum & articles of association – prospectus – Power, duties and liabilities of Directors– meetings– winding up of a company

Unit IV: Industrial Law

An Overview of Factories Act, 1948 – Employee Provident Fund & Miscellaneous Act, 1952 – Employee State Insurance Act, 1948, Payment of Wages Act, 1936

Unit V: Consumer Protection Act and Cyber Laws

The consumer protection act- Consumer rights, Procedure for consumer grievance redressal, Types of consumer redressal machineries and Forums-Cyber Laws, Introduction of IPRS-Patents, Copyright, Trademarks.

Text books :

1. N.D. Kapoor, "Elements of Mercantile Law", Sultan Chand & Company, India, 2006.
2. P. K. Goel, Business Law for Managers, Biztantatara Publishers, India, 2008.

Reference Books:

1. P.P.S. Gonga, “ Mercantile Law”, S.Chand& Co, New Delhi.
2. Dr. Vinod K. Singhania, “Direct Taxes Planning Management”.
3. G.K.Kapoor – “ Lectures on corporate and allied laws” – Sultan chand& sons
4. Richard Stim, Intellectual Property- Copyrights, Trademarks and Patents, Cenage learning.
5. Akhileshwar Pathack, Legal Aspects of Business, 4th Edition, Tata McGraw Hill, 2009

6. INTERNATIONAL BUSINESS MANAGEMENT**Course Code: MBA- 106**

| L | T | P | C |
|---|---|---|---|
| 3 | - | 1 | 4 |

Objective:

The main objective of this course is to familiarize the concept of doing business internationally and globally and also ensure the future managers to cope the challenges involved in International business by the way of understanding various export procedure and MNEs Culture

Contents:**Unit I :**

Introduction to International Business – Conceptual Foundation of International Business – Definition – Growth – Dimensions – Reasons for growth – Differences between Domestic and International Business – Theories of International trade and Investments (FDI) – India’s Foreign Trade Policy – Balance of Payments – International Economic Institutions – IMF, World Bank, ADB – International Liquidity

Unit II :

Export and Import Management - Export Procedures – Export Documentation – Bill of Lading & Mate’s Receipt – Letter of Credit – Meaning, Types and Mechanism – Uniform Customs and Practice (UCP) – Export License – Role of Commercial Banks, EXIM and ECGC in Export Finance – Packing Credit – Export Bills – Export Incentives – Foreign Exchange Market and Exchange Rate Determination

Unit III :

International Business Strategy – Role and Impact of Firm Specific Advantage – Location Advantages – Global Entry Modes –Corporate Life Cycle Theory – Strategic Advantages of Exporting, Importing and Counter Trade – Services Export and Import – Franchising and Licensing – Contract Manufacturing - Management Contracts – Trunkey Projects – Wholly Owned Manufacturing Facilities – Assembly Operations – Joint Ventures – Third Party Location – Merger & Acquisition – International Strategies of CSR and Corporate Environmental Sustainability.

Unit IV :

MNC Management – International Environment – Globalization – Concept of MNEs – Meaning and Approaches – Structural Design of MNEs – Performance Measurement and Performance indicators Evaluation System – Culture and Cultural Diversity – Negotiation and Conflict Management.

Unit V :

Multilateral Agreements – Regional Trade Blocks – Multilateral Agreements – WTO – GATT – UNCTAD – Global Arbitration Review (GAR) – International Laws a Brief Review – Tariffs – Import

Quotas – Dumping – Exchange Control – International Cartels – State Trading – International Economic integration – Foreign Capital India

Textbook :

1. Alain, Verbeke, International Business Strategy, Cambridge University Press. 2009

Reference Books

1. K Aswathappa, International Business, Mcgraw Hill, 4thEdn, 2010

2. Charles W. L. Hill, International Business, Tata McGraw –Hill, 5th Edition

3. John D Daniels, Lee H Radebaugh and Daniels P Sullivan, INTERNATIONAL BUSINESS – Environments and Operations, Pearson, 2004, 10th Edition

7. ENTREPRENEURSHIP

Course Code: MBA- 107

Objective:

To explain the Key ingredients to be a successful entrepreneur. To appreciate the value of entrepreneurship in daily life. To understand the impact of Social & Environmental issues in starting up of a new venture. To develop entrepreneurial culture & provide opportunity to build analytical & practical skills

Contents

Unit I:

Competing Theories of Entrepreneurship: Definition of entrepreneurship, Characteristics of entrepreneurship, A conception model, Types of Businesses – Definition of SSI, MSI, MSE, Ancillary

Unit II:

Understanding Entrepreneurship, Growth of a Business Idea , Intellectual Property, Family Business, Doing Business in India , Entrepreneurial Support Entrepreneurs and emergence of Indian Entrepreneurs – Traits of successful entrepreneurs – Entrepreneurs Vs Managers - Entrepreneurial Development Program – Entrepreneurial Development Institute (EDI)

Unit III:

Maintenance of Records - Ledgers, Documentation, formalities - Legal aspects in establishing and maintenance of Small Business Strategic Management in Small Business - Financial Management in Small Business – Working capital management - Marketing Management in Small Business – Selling to Government, Industries, Institutions and Consumer market - Production Management in Small Business - Human Resource Management in Small Business.

Unit IV:

Mobilizing Resources - Buying a Business , Entrepreneurial Finance , Making a Business Plan Operations and Management - Managing Operations , Human Resource Management, Entrepreneurial Marketing, New Product Development , E-Business , Networking ,Project Management

Unit V:

Growth and Social Responsibility - Growth , Exit Strategies , Social Responsibility, Ethics in Business Institutions Supporting Small Business Enterprises – SIDBI, IDBI, SIPCOT, TIIC, TCO, SIDCO, NSIC, TDA ,Export Promotion council, etc. Intellectual Property , Family Business, Doing Business in India , Entrepreneurial Support , Women Entrepreneurs Sickness in Small Business Enterprise

Text books :

1. Khanka. S.S., “Entrepreneurial Development” S.Chand& Co. Ltd.,Ram Nagar, New Delhi, 2013.
2. Donald F Kuratko, “ Entrepreneurship – Theory, Process and Practice”, 9th Edition, Cengage Learning 2014.

References:

1. Hisrich R D, Peters M P, “Entrepreneurship” 8th Edition, Tata McGraw-Hill, 2013.
2. Mathew J Manimala, “Enterprenuership theory at cross roads: paradigms and praxis” 2nd Edition Dream tech, 2005.
- 3 .Rajeev Roy, ‘Entrepreneurship’ 2nd Edition, Oxford University Press, 2011.
4. EDII “Faulty and External Experts – A Hand Book for New Entrepreneurs Publishers: Entrepreneurship Development”, Institute of India, Ahmadabad, 1986.

8. SOFT SKILLS-I (Advanced Computing Skills)

Course Code: MBA-S-101

| L | T | P | C |
|---|---|---|---|
| - | - | 2 | 2 |

Objective:

The major objectives of introducing the Computer Skills course are to impart training for students in Microsoft Office and its different components like MS word, MS Excel, MS Access, Power point etc., and also familiarize with the Tally Package at two levels based on their knowledge and exposure. The course is highly practice and application oriented with hands-on working on the various software packages.

Contents:

1.Word Processing

Formatting – paragraph and character styles, templates and wizards, table and contents and indexes, cross referencing ; Tables and columns – creating manipulating and formatting; Mail Merge, Labels and Envelopes

2.Spreadsheets

Workbook- Building, modifying, navigating; Worksheet – Auto fill, copying and moving cells , inserting and deleting rows, printing; Formulas and functions- Troubleshootingformulas, Functions and its forms like database, financial, logical, reference, mathematical and statistical – Databases- creating, sorting, filtering and linking

3. Presentations

Power point – exploring, creating and editing slides, inserting tables and charts – Special effects – Clip Art, creating and drawing shapes, inserting multimedia content – Presentations – planning, animation, handouts, slideshow

4.Databases

Access- Components, creating a database and project, import and exporting, customizing; Tables – creating and setting fields; Queries – types, creating, wizards – Reports – creating and layout, Information management – Outlook – starting , closing, contacts, tool bars, file management;

5. Internet

E-mail, Reading, composing, responding, attachments, signature, junk mail; tasks – screen, sorting creating , deleting , assigning , updating; scheduling – calendar

Reference Books

1. Working in Microsoft Office ; Ron Mansfield, Tata McGraw Hill
2. Microsoft Excel 2007; Guy Hart Davis, Tata McGraw Hill

Examination:

1. Internal could be based on theory and/or Practical
2. External based on theory.

1. HUMAN RESOURCE MANAGEMENT

Course Code: MBA- 201

| L | T | P | C |
|---|---|---|---|
| 3 | - | 1 | 4 |

Objective:

The objective of this course is to create HR professionals who have the competencies to understand the business of the organization and its drives and then who can connect between business and HR deliverables overall this course seeks to create credible and business oriented HR professionals who can lead people and business.

Contents:

Unit I:

Introduction to HRM- definition, environment, changing role, HR Manager's proficiencies, Labour legislation in India: Industrial relationship, wages, working hours, conditions of services and employment, equality and empowerment of women, social security, guidelines for handling sexual harassment complaints, Diversity management and affirmative action programs, Strategic HRM, Strategic HR process and roles, HR score card

Unit II:

Job analysis, description and specification, HR Planning process, recruitment , Testing and selection, Interviewing candidates, and short listing and appointment, promotion transfers, VRS, exit interview, types of separation, Meaning of HRD and its role in training

Unit III:

Training and development - Orienting employees, training process, methods, management development managing Organisational change and development, Performance management and appraisal, career planning and development, Workers Engagement.

Unit IV:

Compensation: Establishing pay plans, Pay for performance and financial incentives and non financial incentives, Benefits and services, Knowledge management

Unit V:

Labour Relations, Collective Bargaining, Grievance Management-Causes-Implications Redressal Methods, Introduction concepts to HR Analytics

Textbook:

1.Human Resource Management by Gary Dressler and Varkkhey

References:

- 1.Bohlander, Snell & Sherman, Managing Human Resources, 12th ed, Thompson
- 2.GaryDessler, Human ResourceManagemnt , Prentice Hall, New Jersey, 7th International Edition, 1997
- 3. Fisher, Schoenfeldt and Shaw, Human Resource Management, Houghton Mifflin Company, Boston, New York, 4th edition 1999
- 4.Dale S. Beach, Personnel - The management of people at work, McMillan, New York.
- 5.Bradwell, Holden, Human Resource Management., Prentice Hall.

| | | | |
|----------|----------|----------|----------|
| L | T | P | C |
| 3 | - | 1 | 4 |

2. RESOURCE MANAGEMENT TECHNIQUES

Course Code: MBA- 202

Objective:

This course is structured to equip the students with mathematical tools for solving business problems with the help of software packages / spreadsheet (Excel - SOLVER) etc. A greater stress will be laid on formulation of problems and also in examining the sensitivity of optimal solution to changes in various parameters.

Contents:

Unit I:

Introduction - The art of mathematical modeling of Business problems, Business Applications, Linear Programming: Formulation of Problems. Solution using Graphs, Simplex method.

Unit II:

Transportation – Initial basic feasible solutions – North West corner rule – least cost method – vogel’s approximation method – optimum solution – Modi method – Assignment methods – Travelling Salesmen problem.

Unit III:

Network Analysis: PERT – CPM.,Game theory – Pure strategy – Mixed strategy –Dominance property – graphical method.

Unit IV:

Queuing theory -- single -channel models – Infinite number of customers and infinite calling source. Replacement models – Individual replacement models(with and without time value of money) – Group replacement models.

Unit V:

Sequencing – processing of n jobs through 2 machines – processing of n jobs through 3 machines – processing of n jobs through m machines – processing of 2 jobs through machines (Graphical method)

Text book:

1.Operations research by V K Kapoor

2. Dr. P.R. Vittal, Operations Research, Margham publications
3. Hillier and Hillier, Introduction to management Science

References:

1. Barry Render & Ralph M. Stair, Jr., Quantitative Analysis for Management, Prentice Hall of India, Seventh edition.
2. Hiller & Lieberman, Operations Research.
3. Sharma J.K., Operations Research: Theory and Application, New Delhi, Macmillan India 2001.
4. Quantitative approaches to Decision making, Levis and Krikaptrik. McGraw Hill – 1998.
5. Anderson, Sweeney and Williams, Quantitative Methods for Business, Thomson, 2002.

3. OPERATIONS MANAGEMENT

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Course code: MBA 203

Objective:

This course will provide an understanding of the different methods of planning activities related to business operations. Additionally, the course will equip the students with tools to help make decisions on location, factory layout design, project planning in a time bound and cost efficient manner.

Contents:

Unit I:

Introduction to Operations Management: need for emphasis on Operations, Product Design, Plant location, Types of production systems –product layout, process layout and cellular manufacturing system etc. The sub functional areas of Production function, namely: Materials Management, Maintenance Management, Quality Management, Production, Planning and Control.

Unit II:

Facility location – Facility layout; Product design, Process selection, Make or buy decision, Layout design and Preparation route chart, Handling of Materials-Systems, Design

Unit III:

Project Management- control of time & cost, Quality Management-cost of quality, Six-SIGMA, ISO certification, quality in service industry

Unit IV:

Demand forecasting, Aggregate planning, Inventory Management – MRP-I, MRP-II, and use of Simulation technique for managing materials, inventory, Supply chain concepts.

Unit V:

Computer Integrated Manufacturing systems, Capacity Planning – Just-in-time production systems. Job design and work measurement, Value engineering & value analysis, Business process Re-engineering, Lean concepts.

Text books :

1. R. Paneerselvam, -‘Production and Operations Management’, PHI Learning Private Limited, Delhi
2. S.N.Chary, Production and Operations Management, Tata McGraw – Hill Publishing Company Limited Delhi.

References:

1. Richard B Chase, F Robert Jacobs, Nicholas J Aquilano, Nitin K Agarwal - Operations Management – for competitive advantage, Tata McGraw – Hill Publishing Company Limited, Delhi.
2. P. Saravanan , S. Sumathi - Production and Materials Management, Margham Publications, Chennai
3. Buffa – Production Management – Tata McGraw – Hill publications.
4. Gaither, “Production and Operations Management”, Thomson Asia (P) Ltd., Bombay, Ninth Ed, 2002.
5. Lee J. Krajewski and Larry P. Ritzman, “Operations Management: Strategy and Analysis”, Addison Wesley, 2000.

4. FINANCIAL MANAGEMENT

| L | T | P | C |
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Course Code: MBA- 204**Objective**

To acquaint the students with concepts of Financial management from strategic perspective and familiarize various Techniques and Models of Strategic Financial with exposure about Working capital and Capital structures.

Contents**Unit I:**

Financial Policy and Strategic Planning – Strategic Planning Process – Objectives and Goals – Major Kinds of Strategies and Policies – Corporate Planning – Process of Financial Planning – Types of Financial Plan – Financial Models – Tools or Techniques of Financial Modeling – Applications of Financial Models – Types of Financial Models - Process of Financial Model Development - Capital budgeting – cash flow estimation

Unit – II:

Investments Decisions under Risk and Uncertainty – Techniques of Investment Decision – Risk Adjusted Discount Rate, Certainty Equivalent Factor, Statistical Method, Sensitivity Analysis and Simulation Method – Corporate Strategy and High Technology Investments – Time value of money.

Unit – III:

Capital structure and dividend policy – leverage and dividend theories, Sources of capital – Cost of capital and financing - Expansion and Financial Restructuring – Corporate Restructuring

Unit – IV:

Working capital management – Managing current assets – Receivables / Inventory management and Cash Management.

Unit – V:

Financing Strategy - Innovative Sources of Finance – Asset Backed Securities - Hybrid Securities namely Convertible and Non-Convertible Debentures, Deep Discount Bonds, Secured Premium Notes, Convertible Preference Shares – Option Financing, Warrants, Convertibles and Exchangeable, Commercial Paper.

Text Books:

1. M.Y. Khan And P.K.Jain Financial Management, Text, Problems And Cases Tata Mcgraw Hill, 6th Edition, 2011.
2. I.M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 10th Edition, 2012.

References

- 1.RajniSofat&PreetiHiro, Strategic Financial Management, Phi, Delhi, 2011
2. Weaver & Weston, Strategic Corporate Finance, Cengage Learning, Delhi, 2001
3. Chandra, Prasanna, Financial Management, Tata Mcgraw Hill, Delhi. 2007
4. S.N. Maheshwari, Financial Management: Principles and Practice, Sultan Chand & Sons, Delhi 2013
5. Prasath, Saravana B, Cost Accounting and Financial Management – A Practical Guide, Wolters Kluwer India Private Limited, 2017

5.RESEARCH METHODOLOGY

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Course Code: MBA -205

Objective:

This course aims at providing the students with the knowledge of scientific paradigms and research methods, skills required to conduct research to generate dependable data for solving managerial problems and to meet the challenge of the fast paced decision making environment.

Contents:

Unit I:

Introduction-Business Research-Definition and significance-the research process-Types of Research- Exploratory and causal Research-Theoretical and empirical Research-Cross-Sectional and time-series Research -Research questions/problems-Research objectives-Research hypotheses-Characteristics-research in an evolutionary perspective -the role of theory in research.

Unit II:

Research design-definition-types of research design-exploratory and causal research design-descriptive and experimental design-different type of experimental design-validity of findings-internal and external validity-variables in research-measurement and scaling-different scales-construction of instruments-validity and reliability of instrument.

Unit III:

Types of data-primary vs secondary data-Methods of primary data collection- Survey Vs observation- Experiments- Construction of questionnaire and instrument- Validation of questionnaire-sampling plan-sample size-determinants optimal sample size-sampling techniques-ProbabilityVs non probability sampling methods

Unit IV:

Data preparation-editing-coding-data entry-validity of data-hypothesis testing-qualitative vs quantitative data analysis-bivariate and multivariate statistical techniques-factor analysis -discriminant analysis-cluster analysis-multiple regression and correlation-multi dimensional scaling-application of statistical software for data analysis, SPSS& R Open Source software

Unit V:

Research report-different types-contents of report-need of executive summary-chapterization-contents of chapter-report writing- The role of audience-Readability-comprehension-tone-final proof-report format-title of the report-ethics in research-ethical behavior of research-subjectivity and objectivity in research

(ONLY CONCEPTS TO BE TESTED)

Note : Data analysis will be taught through SPSS and R Open Source software

Text books :

1. Research Methodology in Social Sciences by P.C.Tripathi, Sultan Chand , New Delhi, Edition6, 2010
2. Research Methodology by C.R.Kothari, WishwaPrakashan, Edn 6, 2000

Reference Books:

1. Zikmund, Business Research Methods, 7thedn., Thompson
2. Donald R. Cooper and Ramela S. Schindler, Business Research Methods, 8th ed., Tata McGraw Hill Publishing Co Ltd., New Delhi ,2000
3. Research Methodology : a guide for Researchers in Management and Social Sciences, Taylor, Sinha, Prentice Hall India.
4. Research Methods William Trochim, Biztantrapublishinhg
5. Research for Marketing, Green Tull and Albaum, PHI

6. MANAGEMENT INFORMATION SYSTEMS

| L | T | P | C |
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Course Code: MBA -206

Objective

This course introduces information technologies that are critical to modern business organizations, discusses technology and adoption trends, and explores the evolving role of IT in business. Students taking this class will understand the role of information technologies in managerial decision making and business activities, the marketplace for such technologies, and their business applications, environmental constraints, and relevance to firm strategy

Contents :

Unit I:

Introduction – concept of MIS – Types of information systems – Efficient information systems – Organization and Business organization –Decision making Process, Types of management decisions and information need – Business, Technical and Economic Dimensions of information- The meaning and role of MIS, Constraint in MIS operation, Ethical and Social Issues in Information Systems

Unit II:

Information Technology Infrastructure, IT Infrastructure and Emerging Technologies, Telecommunications, the Internet and Wireless Technology, Securing Information Systems, Cloud computing-infrastructure as a service (IAAS), Platform as a service (PAAS), software / application as a service (SAAS)

Unit III:

Statutory compliance reports by company secretary-functional information system-HRIS - marketing information system-production information system-accounting information system- inventory information system

Unit IV:

SAD- What is system analysis and design-system development life cycle-prototyping -System analysis activities –tools for system analysis and design-pitfalls in MIS development, Enterprise Resource Planning & SAP – characteristics of ERP , Benefits of ERP and ERP Implementation– Expert System – Decision Support System – Executive Information System– SAP Modules

Unit V:

Data Base Systems & Business Intelligence: Databases DBMS: Relational data bases –Meaning of Data Base – Components of DBMS –Data Base Technology, Types of Database – Comparison of DBMS&RDBMS – Advantages and disadvantages of data base, Relational Data model, Recent Trends in database-Query language –Data Warehousing – Data Mining

Text books:

1. James A O'Brien, Management Information Systems, Tata McGraw Hill, New Delhi, 1999.
2. Gordon B. Davis , Management Information System: Conceptual Foundations, Structure and Development, McGraw Hill, 1974.

References:

1. L.M.Prasad, Management Information Systems, Sultan Chand &sons, New Delhi 2010
2. Joyce J Elam , Case series for Management Information Systems', Simon and Schuster Custom Publishing, 1996.
3. Steven Alter, Information Systems – A Management Perspective - Addison-Wesley, 1999.
4. Joyce J Elam , Case series for Management Information Systems', Simon and Schuster Custom Publishing, 1996.
5. Steven Alter, Information Systems – A Management Perspective - Addison-Wesley, 1999.

7.MARKETING MANAGEMENT

| L | T | P | C |
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Course Code: MBA-207

Objective:

This course is intended to bring about an awakening in students by emphasizing the all-pervasive & company-wide role of Marketing. Efforts will be made to use recent cases in illustrating the principles.

Contents:

Unit I:

Introduction, Concepts of marketing, traditional and modern methods of marketing, selling and marketing, marketing environment, Marketing Segmentation and marketing Mix

Unit II:

Consumer Behaviour, Marketing Research and Marketing information System, Positioning and differentiating the marketing offers

Unit III:

Product mix, Levels of product, Branding, label, New product development, Price mix – determination of price, pricing methods and pricing strategies

Unit IV:

Distribution - channels, physical distribution, logistics, and promotion Mix – advertising, sales promotion, personal selling, publicity, direct marketing

Unit V:

Consumerism,. Services marketing, rural marketing, new developments in marketing, internet marketing – C2C, B2B, B2C, Digital marketing media, CRM, relationship marketing, Introduction concepts to Marketing Analytics.

Textbooks:

1 .Marketing Management by C B Gupta and Rajan Nair

2. Philip Kotler, Marketing Management (Millennium ed.,) New Delhi, Prentice Hall of India (P) Ltd., yr. 2001.
3. RajanSaxena, Marketing Management, 2nd edition, New Delhi, Tata Mcgraw Hill Publishing Co.Ltd., yr. 2001.

Reference Books

1. William J. Stranton – Fundamentals of Marketing - McGraw Hill.
2. S.A. Sharlekar – Marketing Management – Himalaya Publishing Co.,
3. Boyd Walker –Marketing Management - McGraw Hill.
4. BerkovizKerinHontleyRudelivs, MARKETING, 6th ed., New York, Mcgraw Hill, yr.2002.
5. Gony Armstrong, Philip Kotler, Marketing an Introduction 11th ed., Pearson Education Asia.

8.SOFT SKILLS-II (ADVANCED LANGUAGE AND COMMUNICATION)

| L | T | P | C |
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Course Code:– MBA-S-201

Objective

ENABLE students to convert the conceptual understanding of communication into everyday practice

TRAINstudents to ground concepts/ideas in their own experience

CREATEa learner-language interface enabling students to exercise control over language use

SENSITIVE students to the nuances of the four basic communication skills – Listening, Speaking, Reading and Writing

Contents:

1. Twinning Functions of Listening and Speaking – Recap of active and passive listening exercises – Analytical listening – syllable/word stress: clear enunciation – Qualities of a good listener and a good speaker.

2. Twinning Functions of Reading and Writing – Discriminatory reader thoughtful writer – Spotting, correcting errors; critique – Skimming, scanning, structuring – language, tone, ordering, etiquette and perspective.

3. Individual Communication – Self advertising – Over stating and under stating – Overcoming shyness – Writing curriculum vitae, Statement of Purpose – Talking about oneself; interview.

4. Intermediary Communication – Overcoming mental blocks, prejudices and hotspots of the addressee – telephone, teleconferencing, web chat – greeting, introducing –memos, reports, minutes, business correspondence.

5. Social Communication – Etiquette in LSRW – polite yet assertive, tackling questions, seeking permission, expressing gratitude – gender fair language – discourse and transactional analysis – empathy.

Practical's:

Unit 1: Listening Comprehension using audio programmes + Creating audio files for speaking.

Unit 2: class and take home exercises

Unit 3 and Unit 4: Group games and role play

Unit 5: Create archives from different media for LSRW

Text Books

1. Windshuttle, Keith and Elizabeth Elliot. 1999. Writing, Researching and Communicating: Communication Skills for the Information Age. 3rd Reprint. Tata McGraw-Hill. Australia
2. Dignen, Flinders and Sweeney. English 365. Cambridge University Press
3. Goleman, Daniel. 1998. Working with Emotional Intelligence. Bantam Books. New York
4. Jones, Leo and Richard Alexander. 2003. New International Business English. Cambridge University Press
5. I. Jayakaran. 2000. Everyone's Guide to Effective Writing. 2 M Publishing International

9. FRENCH FOR BEGINNERS I

| L | T | P | C |
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| 2 | - | - | 2 |

Course Code: MBA-S-202

Objective:

At a time when the knowledge of a foreign language has become an indispensable tool, this course in French will give an opportunity for students of other disciplines to get a basic knowledge of a widely used European language. The course is based on a minimum vocabulary necessary and sufficient to develop elementary language skills in French.

Course content:

Unit I

Alphabets and numbers

Simple Grammar: Basics of French conversation (To greet a person, Introducing oneself, Asking basic information)

Unit II

Simple Grammar: Name and locate objects, colours and simple description of people.

Unit III

Simple Grammar: Asking for directions, Giving suggestions.

Unit IV

Simple Grammar: Indicate date and time. Asking and giving information on one's profession and activities.

Unit V

Simple Grammar: Use of past tense. Narrating past events. Giving one's opinion.

Text Book:

1. "Taxi" – Guy Cappelletti and Robert Menand.

1. STRATEGIC MANAGEMENT

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Course code : MBA -301

Objective:

To provide a robust knowledge of old and new schools of theory and practices in strategic management, and to guide in thinking in a strategic environment.

Contents:

Unit I:

Introduction to strategic management, hierarchy of strategic intent- mission, vision, goal and Objectives, strategic management process

Unit II :

Environmental appraisal, organizational appraisal, corporate level strategies, business level strategies, strategic analysis and choice

Unit III:

Strategic implementation – activating strategies, structural implementation, behavioral implementation, functional and operational implementation

Unit IV:

Strategy evaluation and control– overview, strategic control techniques, financial and social performance control techniques.

Unit V:

Strategic issues in specified areas- global business, managing technology and innovation, organization adaptation and change, specified type of organizations

Text books:

1. Strategic Management – L.M.Prasad, Sultan Chand, New Delhi, 2009

2. David Fred, Strategic Management, Prentice Hall of India, 1997.

References

1. Business Policy and strategic management – by AzharKazmi, Tata Mxgraw Hill, new delhi, edn 2 , 2006
- 2.Mamoria and Mamoria – Business planning and Policy, Himalaya Publishing house – 1998.
- 3.Budhiraja SB and Athreya MB, Cases in Strategic Management, Tata McGraw Hill 1996.
4. Christensen CR, Business Policy: Text and cases, Illinois, Richdar Irwin 1987.
- 5.Strategic Management, competitiveness and Globalization, Thomson, 2001.

2. TOTAL QUALITY MANAGEMENT

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| L | T | P | C |
| 3 | - | 1 | 4 |

Course Code: MBA-302

Objective:

This course is designed to familiarize MBA students with the concept of managing quality across all domains of management. Many companies have discovered that maintaining excellent standards of quality in manufacturing alone is inadequate to succeed in the market. This course will also attempt to familiarize the participants with the process of Six Sigma and Lean Management.

Contents

Unit I:

Basics of TQM, Gurus of TQM, Quality-definition & dimensions, Barriers to TQM, Deming Philosophy, Quality Statements, Customer satisfaction – Customer Perception of Quality, Customer Complaints, Service Quality, Employee Involvement—empowerment, effective teams, suggestion systems, Performance appraisals & rewarding practices

Unit II:

KAIZEN- Continuous Process Improvement, Juran Trilogy, PDSA / PDCA Cycle, 5S, Reengineering, Benchmarking-process & pitfalls, The seven tools of quality, Control Charts for improving Process capability, New seven Management tools, Quality circle.

UnitIII:

SIX SIGMA-process, DMAIC / DMADV, LEAN Management—Value Stream, Flow, Pull, Single Minute Exchange of Dies (SMED); LEAN SIX SIGMA

Unit IV:

Supplier Partnership – Partnering, sourcing, Supplier Selection, Supplier Rating, Relationship Development, Performance Measures, Benchmarking;Quality Management Systems- ISO 9000:2000, TS 16949, ISO 14000 – Concept, Requirements, Benefits, Documentation, Quality Auditing

Unit V:

Quality Function Deployment (QFD) – Kano’s model of customer satisfaction, House of Quality- Voice of the customer, Planning Matrix, Voice of the Organization, technical correlations, Technical descriptors, Targets ; QFD Process, Benefits, Applications of QFD; Taguchi Quality Loss

Function, Total Productive Maintenance (TPM) – Concept, Improvement Needs, Failure Mode and Effect Analysis (FMEA) – Stages, documentation.

Text book :

1. Dale H.Besterfield, et al., “Total Quality Management”, Pearson Education, Inc. 2003. (Indian reprint 2004). ISBN 81-297-0260-6.

References

1. James R.Evans& William M.Lindsay, “The Management and Control of Quality”, (5th Edition), South-Western (Thomson Learning), 2002 (ISBN 0-324-06680-5).
2. Feigenbaum.A.V. “Total Quality Management”, McGraw-Hill, 1991.
3. Oakland.J.S. “Total Quality Management”, Butterworth Heinemann Ltd., Oxford, 1989.
4. Narayana V. and Sreenivasan, N.S. “Quality Management – Concepts and Tasks”, New Age International 1996.
5. Zeiri.“Total Quality Management for Engineers”, Wood Head Publishers, 1991.
For more details, visit www.annauniv.edu/academics/index.html/

1. ELECTIVE - 1*

2. ELECTIVE- 2*

3. ELECTIVE- 3*

4. ELECTIVE -4*

*** THE ELECTIVE SYLLABUS ARE ON PAGE 34 ONWARDS**

9. SPOKEN AND PRESENTATION SKILLS

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Course code : MBA-S-301

Objectives

- § COACH students to identify, classify and apply relevant skill sets.
- § ILLUSTRATE role of skills in real-life situations with case studies, role play, etc.
- § TRANSLATE performance of skills into efficient habits.
- § ENABLE students to perceive cultural codes involved in presentation and design language performance accordingly.

Contents:

Unit I: General Language Knowledge and Presentation.

Unit II: Special Language Knowledge and Presentation.

Unit III: General Communication Skills for Presentation.

Unit IV: Professional Communication Skills for Presentation.

Unit V: Social Communication Skills for Presentation.

References:

1. Cathcart, Robert. S. and Larry A. Samovar. 1970. *Small Group Communication: A Reader*. 5th Edition. Wm. C. Brown Publishers. Iowa.
2. Tamblyn, Doni and Sharyn Weiss. 2000. *The Big Book of Humours Training Games*. 2004 Edition. Tata McGraw-Hill. New Delhi.

3. Andrews, Sudhor. 1988. *How to succeed at Interviews*. 21st Reprint. Tata McGraw-Hill. New Delhi.
4. Monippally, Matthukutty. M. 2001. *Business Communication Strategies*. 11th Reprint. Tata McGraw-Hill. New Delhi.

10. FRENCH FOR BEGINNERS II

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| L | T | P | C |
| | | 2 | 2 |

Course code : MBA-S-302

Objective:

A continuous study embarked as in the earlier course, this course in French will give an opportunity to students of other disciplines to get a basic knowledge of a widely used European language. The course is based on a minimum vocabulary necessary and sufficient to develop elementary language skills in French.

Contents

Unit I

Express one's opinion or objection. Reply to an enquiry (E.g. Job application).
E-mails. Accept or refuse a proposal.

Unit II

Speak of one's hobbies and holidays.

Unit III

Speak of one's childhood, current events.

Unit IV

Speak of the weather. Speak of one's future plans.

Unit V

French civilization: Culture, Food, Fashion, Daily life and Tourism.

Text Book:

"Taxi" – Guy Cappelle and Robert Menand.

References

- 1) NSF II (Nouveau sans frontières) - Philippe Dominique & Jacky Girardet.
- 2) NouvelEspace II - Guy Cappelle
- 3) Cadences II – D. Berger & L. Mérieux

1. ELECTIVE 5*

2. ELECTIVE 6*

3. ELECTIVE 7*

4. ELECTIVE 8*

*** THE ELECTIVE SYLLABI ARE ON PAGE ...34..... ONWARDS**

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1. MANAGERIAL SKILLS

Course code : MBA-S-401

Objectives

To help students to understand the mechanism of stress particularly negative emotions such as anxiety, anger and depression for effective management. To introduce the basic concepts of body language for conflict management. To give inputs on some of the important interpersonal skills such as group decision-making, negotiation and leadership skills. To impart training for empowerment thereby encouraging the students to become successful entrepreneurs.

Unit I: Stress management

Definitions and Manifestations of stress. Stress coping ability and stress inoculation training, Management of various forms of fear (examination fear, stage fear or public speaking anxiety), depression and anger.

Unit II: Conflict Management skills

Types of conflict (intrapersonal, Intra group and inter group conflicts), Basic concepts, cues, signals, symbols and secrets of body language, Significance of body language in communication and assertiveness training, Conflict stimulation and conflict resolution techniques for effective management.

Unit III: Interpersonal Skills

Group decision making (strengths and weaknesses), Developing characteristics of charismatic and transformational leadership, Emotional intelligence and leadership effectiveness-self-awareness, self-management, self-motivation, empathy and social skills, Negotiation skills- preparation and planning, definition of ground rules, clarification and justification, bargaining and problem solving, closure and implementation.

Unit IV: Time Management

Time wasters- Procrastination. Time management personality profile, Time management tips and strategies, Advantages of time management.

Unit V: Towards Empowerment

Stimulating innovation and change- coping with “temporariness”, Network culture, Power tactics and power in groups (coalitions), Managerial empowerment and entrepreneurship, Prevention of moral dwarfism especially terrorism, Altruism (pro-social behavior /helping behavior), Spirituality (clarifications with regard to spirituality)- strong sense of purpose- trust and respect- humanistic practices- toleration of fellow human beings expressions.

References

- 1.Swaminathan. V.D &Kaliappan. K.V. (2001). Psychology for Effective Living. Chennai. The Madras Psychology Society.
- 2.Robbins, S.B. (2005). Organizational Behaviour. New Delhi: Prentice Hall of India.
- 3.Smith, B. (2004). Body Language. Delhi: Rohan Book Company.
- 4.Hurlock, E.B. (2006). Personality Development, 28th Reprint. New Delhi: Tata McGraw Hill

FINANCE ELECTIVES

| Course Code | Course Title | Dept. | L | T | P | C |
|--------------------|---|--------------|----------|----------|----------|----------|
| FIN-301 | INVESTMENT MANAGEMENT | MBA | 3 | 0 | 0 | 3 |
| FIN-302 | INTERNATIONAL FINANCIAL MANAGEMENT | MBA | 3 | 0 | 0 | 3 |
| FIN-303 | MERCHANT BANKING AND FINANCIAL SERVICES | MBA | 3 | 0 | 0 | 3 |
| FIN-401 | FINANCIAL DERIVATIVES | MBA | 3 | 0 | 0 | 3 |
| FIN-402 | RISK MANAGEMENT AND INSURANCE | MBA | 3 | 0 | 0 | 3 |
| FIN-403 | CORPORATE TAXATION | MBA | 3 | 0 | 0 | 3 |
| FIN-405 | INDIAN FINANCIAL SYSTEM | MBA | 3 | 0 | 0 | 3 |

1. INVESTMENT MANAGEMENT

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| L | T | P | C |
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Course Code: FIN-301

Objective:

The objective of this course is to explore the theory and practice of investments covering the topic areas of capital market structure, valuation, security analysis and portfolio management. This course will emphasize an understanding of economic forces that influences the pricing of financial

Contents:

Unit I:

Investment setting — Securities — Sources of investment information — Security market indications — Security Contract regulation Act. Investor Protection,

Unit II:

Overview of capital market, Institutional structure in capital market, Reforms and state of capital market, New issue market and problems, Securities and Exchange Board of India (SEBI), Debt Market.

Unit III:

Economic Analysis — Economic forecasting and stock Investment Decisions — Forecasting techniques. Industry Analysis — Industry classification. Economy and Industry Analysis. Industry life cycle - Company Analysis Measuring Earnings — Forecasting Earnings

Unit IV:

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

Unit V:

Portfolio Theory – Portfolio Construction — Performance Evaluation – Portfolio revision-Mutual Funds.

Text Books:

1. PunithavathyPandian, 'Security Analysis & Portfolio Management' – VikasPublishing House Pvt., Ltd., 2001
2. V.K.Bhalla, Investment Management, S.Chand& Company Ltd., 2012.

References:

1. Donald E.Fischer& Ronald J.Jordan, 'Security Analysis & Portfolio Management', Prentice Hall of India Private Ltd., New Delhi 2000.
2. Prasannachandra, Investment analysis and Portfolio Management, Tata McGraw Hill, 2011.
3. V. A. Avadhani 'Securities Analysis and Portfolio Management', Himalaya Publishing House, 1997
4. Peter L. Bernstein, and Aswath Damodaran, Investment Management, Wiley; 1 edition, 1998
5. B. S. Bhatia and G. S. Batra, "Management of Capital Markets, Financial Services and Institutions" - Deep & Deep Publication Pvt Ltd, New-Delhi, 2001.

2. INTERNATIONAL FINANCIAL MANAGEMENT

| L | T | P | C |
|---|---|---|---|
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Course Code: FIN-302

Objective:

To expose the students to international financial management, foreign exchange, International financial organizations and cross border investment decisions.

Contents:

Unit I:

International financial functions – Scope of international financial management – international flow of funds – development in international monetary system

Unit II :

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

Unit III :

International long term finance – IMF – World bank – Euro bond market – Asian development bank – ADR's and GDR's

Unit IV:

Cross border investment decisions - Financing Decisions of MNCs - Management of Working Capital - FDI - International banking & portfolio management

Unit V:

International accounting – International taxation

Text book:

1. International financial management – ThummuluriSiddaiah – pearsonindia

References :

1. International financial management– sharan – pearsonindia publishers

2. International financial management– Apte – PHI

3. MERCHANT BANKING AND FINANCIAL SERVICES

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| L | T | P | C |
| 3 | - | - | 3 |

Course Code: FIN 303

Objective:

To provide an overview of the Indian financial system in tune with the service Industry. It also deals with the role of merchant bankers, fee based and fund based financial services and consumer credit.

Unit I:

Financial Services Industry – Emergence – Developments – Fund Based and Non-fund based activities – modern activities – New Financial Products and Services, Innovative Financial Instruments – Challenges Ahead.

Unit II :

Role of Merchant Banker in Appraisal of Projects, Designing Capital Structure and Instruments -- Issue Pricing – Book Building – Preparation of Prospectus -Selection of Bankers, Advertising Consultants, etc. - Role of Registrars –Bankers to the Issue, Underwriters, and Brokers. – Offer for Sale – Green Shoe Option – E-IPO, Private Placement – Bought out Deals– Issue Marketing – Advertising Strategies – NRI Marketing – Post Issue activities

Unit III:

Fee based services - Mergers and Acquisitions – Portfolio Management Services – Credit Rating – Credit Rating: Regulatory framework – Credit Rating Agencies – Rating Process and Methodology – Rating symbols/Grades – Pension Plan - Mutual Funds - Business Valuation.

Unit IV:

Factoring and Forfeiting - Modus Operandi, types, functions – Factoring in India - Bills Discounting – Real estate Industry – Housing Finance – Housing Finance system – National Housing Bank – Refinance scheme for HFCs – Asset Liability Management – Securitization – Mortgage-Based Securitization – Reverse Mortgage Loan (RML) Securitization of Standard Assets - Financial Evaluation

Unit V:

Consumer Credit – Credit Cards –Real Estate Financing – Bills Discounting –Venture Capital.

Text books:

1. M.Y.Khan, Financial Services, Tata McGraw-Hill, 11th Edition, 2008
2. Gurusamy, Merchant Banking And Financial Servies, Tata Mcgraw Hill, Delhi, 2009.

References :

1. Machiraju, Indian Financial System, Vikas Publishing House, 2nd Edition, 2002.
2. J.C.Verma, A Manual of Merchant Banking, Bharath Publishing House, New Delhi,
3. Varshney P.N. & Mittal D.K., Indian Financial System, Sultan Chand & Sons
- 4.Sasidharan, Financial Services and System, Tata Mcgraw Hill, New Delhi, 2nd Ed,2011.
5. Website of SEBI

2. FINANCIAL DERIVATIVES

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Course Code: FIN 401

Objective:

To appraise the students on derivatives, contracts and the concept of swaps.

Contents:

Unit I:

Introduction to Derivatives – Types of derivatives – General characteristics of derivatives-Functions performed by derivatives markets – Traders in derivatives market-- Use of derivatives -- world derivatives market – Derivatives in India

Unit II:

Forward contracts – Classification-Mechanism-features-advantages and disadvantages-valuation-pricing-hedging-Offsetting-limitations

Unit III:

Futures contracts. Nature-Characteristics-Evolution-Participants-Pricing models- hedging strategies

Unit IV:

Options.Options contract - Valuation of options-Hedging **strategies using options**

Unit V:

Financial swaps-Principles and valuation

Text book:

1. BishnupriyaMishra,SathyaSwaroopdebashish-Financial derivatives

References :

1. John.C.Hull, 'Options, Futures and other Derivative Securities', Prentice Hall India Pvt., Ltd.,
2. S.S.S.Kumar, 'Financial Derivatives – Prentice Hall India Pvt., Ltd.
3. Gupta, 'Financial Derivatives – Prentice Hall India Pvt., Ltd
4. P.VijayaBhaskar and B.Mahapatra, 'Derivatives simplified – An Introduction to Risk Management',
5. Response Books, Sage Publication Pvt., Ltd.

3. RISK MANAGEMENT AND INSURANCE

Course Code : FIN-402

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Objective :

To study about risk, risk management, life insurance, calculation of premium, and legal dimensions of insurance. To also study about government regulation of the insurance sector.

Unit 1:

Risk – Types of Risk – Objectives of Risk Management – Sources of Risk – Risk Identification – Measurement of Risk

Unit II:

Risk Avoidance – Risk retention – Transfer of risk – Value of Risk Management – Pooling – Diversifying risk – Loss of control

Unit III:

Risk Management Tools options – Forward Contracts – Future contracts – Hedging - SWAPS

Unit IV:

General Insurance – Principles of General Insurance – General Insurance Products – Insurance contracts – objectives – Elements – Characteristics – Pricing – Market regulation & solvency regulations- Government regulation of insurance sector - .Privatization of insurance business in India – insurance intermediaries – Insurance products pricing – IRDA – Objectives and implications.

Unit V:

Insurance Principles and Policies - Insurance cost and Pricing - Claim valuation and cost- Reinsurance – Bank assurance – Foreign insures in India

Text books:

1. Dorfman – Introduction of risk management and insurance – prenticehall
2. Harrington and Niehaus, ‘Risk management and Insurance, Tata Mcgraw Hill Publishing, New Delhi, 3rd Edition, 2010.
3. Trieschman, Hoyt, Sommer, ‘Risk management and Insurance, Cengage Learning, 3rd Edition,2011.

References:

1. McNamara – introduction of risk management and insurance – Addison-wesley
2. Rejda George – principles of risk management and insurance - Addison-wesley
3. Mark S. Dorfman, Introduction to Risk management and Insurance, 10th Edition, Prentice hall of India, 2011.
4. Stulz, Risk management and Derivaties, Cengage Learning, 2nd Edition, 2011.
5. Skipper and Kwon, Risk management and Insurance, Blackwell Publishing, 2009.

4.CORPORATE TAXATION

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Course Code : FIN 403

Objective:

To provide the students the income tax laws, heads of income, profits and gains, deductions, and assessment procedures and tax planning.

Contents:

Unit I :

Income tax law- scheme of taxation – important concepts – method of accounting – scope of total income and residential status – income exempted from tax

Unit II :

Heads of Income – salaries and house property

Unit III :

Profits and Gains of business and profession- Capital gains and income from other sources

Unit IV:

Set off and carry forward of losses – assessment of individual & firms – deductions under Chapter VI A

Unit V :

Assessment procedures - Tax planning – PAN – Filing of returns – IT authorities

Text book:

Income tax law and practice – V.P.gaur and Narang – Kalyani publishers

Reference books :

1. Income tax – B.B.Lal – pearsonindia publishers
2. Income tax :law& practice – Singhanian – tax man publishers

5. INDIAN FINANCIAL SYSTEM

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Course Code:405

Objectives

Providing an in-depth analysis of the commercial banking in the liberalized Indian economy. Familiarizing the students with the regulating framework for banks in India. Equipping the students with the tools used in interpreting and evaluating performance. Productivity and efficiency of the banking organisations. Equipping the students with the in depth knowledge of financial management in the banking organisations. Familiarizing the students with the new banking practices and processes

UnitI :Indian Financial System

An Overview - Indian Banking System -Banking Structure in India - Evaluation of the Banking System and Future Trends

UnitII :Analysis of the Banking Structure and Performance Measurement

Interpreting Bank Balance Sheet and Income Expenditure Statements - Financial Statement Analysis and Bank Performance Measurement - CAR, NPA, Liquidity Ratios, Structural Ratios and Profitability Ratios

UnitIII :Banking Regulations

Control of the Banking Sector by the RBI - CRR, SLR, CRAR and Income Recognition Norms, Provision for NPAs, SARFAESI act

Unit IV :Management of Banking Organisation

Loan Management - Investment Management - Liquidity Management - Profit and Growth Management - Asset Liability Management Using traditional GAP and Modern Techniques - Mergers and Acquisition, Bancassurance and Universal Banking - Opportunity for Strengthening the Banking Organisation – Leasing

Unit V –

Financial Innovations and Opportunities for Banks - Factoring, Securitization and Take out Finance - Technological Innovations and Opportunities for Banks - International Banking - Organizational Structure, Activities and Regulation

Text Books

1. Padmalatha Suresh and Justin Paul, “Management of Banking and Financial Services, Pearson, Delhi, 2012.
2. Meera Sharma, “Management of Financial Institutions – with emphasis on Bank and Risk Management”, PHI Learning Pvt. Ltd., New Delhi 2010.

Reference:

1. Peter S. Rose and Sylvia C. and Hudgins, “Bank Management and Financial Services”, Tata McGraw Hill, New Delhi, 2012.

MARKETING ELECTIVES

| Course Code | Course Title | Dept. | L | T | P | C |
|--------------------|------------------------------------|--------------|----------|----------|----------|----------|
| MKT-301 | SERVICES MARKETING | MBA | 3 | 0 | 0 | 3 |
| MKT-302 | INTEGRATED MARKETING COMMUNICATION | MBA | 3 | 0 | 0 | 3 |
| MKT -303 | GLOBAL MARKETING MANAGEMENT | MBA | 3 | 0 | 0 | 3 |
| MKT-401 | SALES AND DISTRIBUTION MANAGEMENT | MBA | 3 | 0 | 0 | 3 |
| MKT-402 | RETAIL MANAGEMENT | MBA | 3 | 0 | 0 | 3 |
| MKT-404 | SOCIAL MEDIA MARKETING | MBA | 3 | 0 | 0 | 3 |

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1.SERVICES MARKETING

Course Code : MKT-301

Objective:

The objective of this course is to expose the students to the unique characteristics of services and its marketing implications. The intent of the course is to discuss, measure and analyze several facets of services marketing, essential for the success of a service sector firm.

Contents :

Unit I:

Introduction to services marketing – Services economy – evolution and growth of service sector – nature and scope of services – characteristics – classification – service market potential – expanded marketing mix for services – service quality – introduction to gaps model and SERVQUAL dimensions.

Unit II:

Focus on customers - Assessing service marketing opportunities– customer expectations and perceptions of services – customer behavior specific to usage of services – service markets segmentation – market targeting and selection.

Unit III:

Service design – Levels of service product – Service life cycle – new service development– service blueprinting – physical evidence and service scape – competitive differentiation of services – service positioning strategies – developing positioning maps – pricing of services – methods and specific issues.

Unit IV:

Service delivery – People in services – service process – distributing service direct distribution, channel functions, channels selection, impact of information technology – designing communications mix for promoting services – building service customer relationships and service recovery – role of internal marketing in service delivery-Drivers of service dissatisfaction

Unit V:

Marketing strategies for different services – Formulating service marketing strategies for health, hospitality, tourism, logistics, financial, information technology, educational, entertainment and public utility services.

Textbook:

1.Zeithmal, Bitner, Gremler and Pandit

References:

- 1.Kenneth E Clow, et. Al “Services Marketing Operation Management and Strategy” Biztantra, New Delhi, 2004.
- 2.ChristopherH.Lovelock, JochenWirtz, “Services Marketing”,PearsonEducation,N.Delhi, 2004.
- 3.HalenWoodroffe, “Services Marketing”, McMillan Publishing Co, New Delhi 2003.
- 4.NimitChowdhary and Monika Choudhary, “Text book of Marketing of Services”, the Indian experience, MacMillan Publishing Co, New Delhi, 2005.

5.ChristianGronroos, “Services Management and Marketing a ‘CRM Approach”, John Wiley and sons England 2001.

2. INTEGRATED MARKETING COMMUNICATION (IMC)

Course Code : MKT-302

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Objective :

This course provides the student with a thorough understanding of the decision process involved in marketing communications. Apart from providing analytical skills for dealing with promotional decisions, the course will also provide an understanding of the conceptual and the practical aspects of marketing communication. This is a very useful elective for those who want to build a career in advertising and public relations.

Contents:

Unit I:

Integrated Marketing Communications, Corporate Image and Brand Management , Buyer Behaviors, Promotions Opportunity Analysis, Models of Marketing communication – AIDAS Model, DAGMAR Model, PCB Model and Marketing communication planning process.

Unit II :

Managing the Marketing Communication Process - Analysis of promotional opportunities, concepts of segmentation and target marketing, promotional strategy of formulation and competitive positioning, determination of promotional objectives, deciding promotional appropriation, integrating marketing communication programme, commissioning and contracting external resources

Unit III :

Advertising Media: different types of media; media selection; measuring media effectiveness, advertising appeal, idea generation, copy writing, layout, copy testing, media objectives- reach, frequency, cost, etc. media strategy, media scheduling, ad agency – functions and types, outdoor advertising

Unit IV:

Promotional Tools: Trade Promotions, Consumer Promotions, Personal Selling, Database Marketing, and Customer Relationship Management, Public Relations, Sponsorship Programs, and Regulations

UnitV:

Wider Issues and Dimensions - Sales promotions, personal selling, direct marketing, public relations, publicity and corporate advertising, unconventional promotional media, marketing communication budgeting, measuring promotional performance, global marketing communication, legal and ethical issues in integrated marketing communication

Text Book:

1. Kenneth E Clow / Donald E Baack, Intergrated Advertising Promotion and Marketin Communication, Pearson Education

References

1. Belch, Advertising and Promotion, Tata McGraw Hill
2. Frank Jefkins , Advertising, Macmillan India Ltd
3. Oguinn, Advertising, thomson Learning

4. Kueglar Jr, Web Advertising and Marketing, Prentice Hall of india
5. Batra, Myers and Aaker, advertising Management, Prentice hill

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3. GLOBAL MARKETING MANAGEMENT

Subject code : MKT 302

Objective :

This course provides the student with a thorough understanding of the Global Marketing techniques. They provide marketing skills for dealing with promotional decisions Internationally, the course will also provide an understanding of the conceptual and the practical aspects of marketing communication.

UNIT I

INTRODUCTION TO GLOBAL MARKETING- Global Marketing -The Importance of Global Marketing- Management Orientations-Forces Affecting Global Integration and Global Marketing- The Global Marketing Environment: Multilateral Trade Agreements - Converging Market Needs and Wants and the Information Revolution - Transportation and Communication Improvements -Product Development Costs - World Economic Trends - Leverage -Restraining Forces

UNIT II

THE GLOBAL MARKETING ENVIRONMENT- The Global Economic Environment -The Global Trade Environment -Social and Cultural Environments - The Political, Legal, and Regulatory Environments of Global Marketing

UNIT III

APPROACHING GLOBAL MARKETS-Global Information Systems and Market Research - Segmentation, Targeting, and Positioning - Importing, Exporting, and Sourcing - Global Market Entry Strategies: Licensing, Investment, And Strategic Alliances

UNIT IV

THE GLOBAL MARKETING MIX-Product and Brand Decisions - Pricing Decisions -Global Marketing Channels and Physical Distribution - Global Marketing Communications Decisions I: Advertising and Public Relations -Global Marketing Communications Decisions II: Sales Promotion, Personal Selling, Special Forms of Marketing Communication

UNIT V

STRATEGY AND LEADERSHIP IN THE TWENTY-FIRST CENTURY-Strategic Elements Of Competitive Advantage -Leading, Organizing, and Controlling The Global Marketing Effort -The Digital Revolution And The Global E-Marketplace

Text Books:

- 1.Global Marketing, Warren J. Keegan, Mark C. Green, Pearson 8th Edition,2014
- 2.Global Marketing: Contemporary Theory, Practice, and Cases IlanAlon , Eugene Jaffe, McGraw-Hill/Irwin; 1 edition, 2012

4. SALES AND DISTRIBUTION MANAGEMENT

| L | T | P | C |
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Course code : MKT 401

Objective:

To make the student aware of issues related to sales force management focusing on “selling” as a tool of Marketing Communication. The study of Channel Management offers an appreciation of logistics of information and goods, and exposes students to the types of systems required to optimize organizational efficiency through this function.

Contents:

Unit I

Personal selling and marketing - Objectives of sales management, personal selling objectives, theories of selling, personal selling process, size of sales force, ethical responsibilities in sales management, compensation, selection of sales personnel, motivation of sales force

Unit II-

Sales meeting, Sales contest, sales quotas, sales territories, evaluating and controlling of sales personnel, analysis of sales, cost analysis.

Unit III

Physical distribution-Distribution management, Marketing mix, marketing channels, wholesaling and retailing, designing channel system, selecting channel members.

Unit IV

Managing the marketing channel .Product, Pricing and Promotion issues in Channel Management and Physical Distribution, channel information system, Evaluating channel member performance – Vertical marketing systems – Retail co-operatives, Franchise systems and corporate marketing systems.

Unit – V

E-enabled selling and distribution .E-commerce and e-retailing as a channel of distribution, Electronic intermediaries, Disintermediation and Re-intermediation, e-enabled logistics management and tracking systems.

Text Books :

- 1.Still R R and CondiffGovoni, Sales Management, Pearson Education
2. Kapoor and Kansal: Basics of Distribution Management – A logistical approach (Prentice-Hall India)

Reference Books :

1. Johnson, Kurtz and Scheuing : Sales Management (McGraw-Hill)
2. Rosenbloom: Marketing Channels – a management view (Dryden Press)
- 3.David Jobber and Geoffrey Lancaster, Selling and Sales Management, Pearson Education
- 4.Anderson R, Professional Sales Management, Prentice Hall

4. Johnson, Sales Management – Concepts, practices and Cases, McGraw Hill
5. Dalrymple, Sales Management, Concept and Cases, John Wiley
6. Das Gupta, Sales Management, In the Indian Perspective, Prentice Hall

5. RETAIL MANAGEMENT

| L | T | P | C |
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Course code - MKT 402

Objective

Retailing industry in India is characterized by rapid changes in its format and practices. This course in retail management is designed to help the student to understand, synthesize and critically evaluate the main decision variables and key change drivers in the retail industry.

Contents:

Unit I: Introduction

Global Retailing Overview-Retail Trends in India-Technological Influences on Retail Industry-Indian Government Policy Implication on Retail Sector.

Unit II: Retail Formats

Organized and Unorganized Format-Characteristics of Each Format-Emerging Trends in Recent Format-Global Retail Formats & MNC Role in Organized Retail Format

Unit III: Retailing Decisions

Choice of Retail Location-Atmospherics-Positioning Of Retail Stores-Building Retail Store Image-Retail Service Quality Management-Retail Pricing

Unit IV: Retail Shop Management

Visual Merchandise Management –Inventory Management-Retail Store Brand-Retail Advertising and Promotion

Unit V: Retail Shopper Behavior and Online Retail

Shopper Profile Analysis-Complaint Management-Factors Influencing Retail Shopper Behavior-Online Retail and Emerging Trends

Text Books:

1. Michael Hary, Baston Aweitz And Ajay Pandit, Retail Management, Tata McGraw Hill, 6th Ed 2007
2. Ogden, Integrated Retail Management, Biztranza India 2008

References:

1. Patrick M Dunne And Rober F Lusch, Retailing Thomas Learning, 4th Edition 2008
2. Chetan Bajaj, Rajnish Tow And Nidhi, V. Srivatsava Retail Management, Oxford University Press, 2007
3. Swapna Pradhan, Retail Management-Text And Cases Tata McGraw Hill, 2nd Edition 2008

6. SOCIAL MEDIA MARKETING

Course Code : MKT 404

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Objective :

To enhance competitiveness in social media marketing by ethical values and social media in marketing

Contents:

Unit I :Introduction

Social media marketing-definition-scope and concept-history of social media marketing-Need for social media marketing-A comparative study between Traditional and Social media marketing-Social media marketing and consumer engagement-social feedback cycle-Social web and engagement-The operations and marketing connections

Unit II :Social Media Business Eco System

Using social media for business, Social business measurement-Employees as change agent-Social profile-Social application-Using brand outposts and communities

Unit IIISocial Networking Sites

Different types of social networking sites-Evolution of social networking sites-Marketing through social networking sites-Facebook marketing tools-Organic reach versus paid reach-adverts on Facebook-Marketing through twitter-Twitter automation tools-LinkedIn marketing-Blog marketing-Video marketing-Google+ ,Pinterest-personal bonding on social media

Unit IV Social CRM

The new role of a customer-Difference between traditional CRM and social CRM-Outreach and influencer relations-Social CRM and business design-Enterprise design-Internal Collaboration-Understanding conversations that matter- Social CRM and decision support system

Unit-VSocial Analytics Metrics and Measurement

Social analytics – web analytics- Business analytics-social graph-social objects

Text Books

- 1.Dave Evans and Jake McKee(2012) Social media marketing wiley ISBN:987-0-470-94419-6(ebk)
- 2.Rob Donovan & Nadine Henley(2011) principles and practice of social marketing -an international perspective. Cambridge university press.

References

- 1.Kotler.p, Roberto,N.,&Lee.N.(2008) social marketing-influencing behaviors for good(3rd ed) Thousandsoaks,CA:Sage publications, Inc. ISBN:978-1-4129-5647-5(paperback)
- 2.Jain, Sorav, Social media for business-stories of Indian boards

SUPPLY CHAIN MANAGEMENT ELECTIVES

| Course Code | Course Title | Dept | L | T | P | C |
|--|---|-------------|----------|----------|----------|----------|
| SUPPLY CHAIN MANAGEMENT ELECTIVES | | | | | | |
| SCM -301 | INTEGRATED SUPPLY CHAIN MANAGEMENT | MBA | 3 | 0 | 0 | 3 |
| SCM-302 | PURCHASING AND SUPPLY MANAGEMENT | MBA | 3 | 0 | 0 | 3 |
| SCM-401 | INTERNATIONAL LOGISTICS AND MANAGEMENT OF GLOBAL SUPPLY CHAIN | MBA | 3 | 0 | 0 | 3 |
| SCM-402 | TRANSPORTATION AND WAREHOUSING MANEGEMENT | MBA | 3 | 0 | 0 | 3 |

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1.INTEGRATED SUPPLY CHAIN MANAGEMENT

Course code : SCM 301

Objectives:

This course aims at developing the ability to conceptualize, design, and implement supply chains aligned with product, market, and customer characteristics. Business competition is now between supply networks rather than individual corporations. Managing the flow of products, information, and revenue across supply chains differentiates the ability of supply networks to fulfill customer needs.

Contents

UnitI :

The Role of Supply chain management in economy & organization–evolution, key concepts & importance of supply chain, Indian scenario in supply chain, Enablers of Supply Chain performance, Supply Chain Drivers and Metrics, Supply Chain performance Measures, Customer service & cost trade-offs

UnitII :

Sourcing decisions in supply chain- supplier assessment & selection, design collaboration, procurement process ; Outsourcing-make vs buy. – 3PL & 4PL

UnitIII :

Managing Information flow in supply chains, Demand forecasting- qualitative, quantitative, time-series, behavioral issues ; Role of IT in supply chain—CRM, supplier relationships, Transaction execution, decision support ; E-Business & supply chain; emerging technologies such as radio-frequency identification (RFID), electronic product code (EPC), and voice directed activities

UnitIV :

Managing material flow in Supply Chain—Inventory management & control, Warehousing – Strategic issues – Economic benefits, Service benefits ; Transportation in a Supply chain– Drivers of transportation decisions, Modes of Transportation– Design Options for a Transportation net work , Vehicle scheduling, Transportation costs & E-Retailing, Network design in the supply chain.

UnitV :

Supply chain integration—internal & external integration, relationships building; Supply chain restructuring—postponement; Agile supply chain; Pricing & revenue management, Conflict resolution in supply chain.

Text Books :

1. Supply Chain Management-Text & Cases, Janat Shah, Pearson, 2009
- 2 .Supply Chain Management--Strategy, Planning and Operation, Sunil Chopra, Peter Meindl, D.V.Kalra, Pearson Education, India

References

1. Supply Chain Logistics Management , Donald J. Bowersox, David J. Closs, M. Bixby Cooper, Tata McGraw – Hill Publishing co Ltd, New Delhi.
2. Modeling the Supply Chain, Jeremy F. Shapiro, Massachusetts Institute of Technology, Published by Thomson India Edition, India.
3. Supply Chain Management , Stanley E . Fawcett, Lisa M. Ellaram, Jeffrey A Ogdan Pearson Education, India
4. Designing & Managing the Supply Chain, Simchi-Levi, Kaminski & Simchi-Levi, Tata McGraw Hill, 2004
5. Logistics and Supply Chain Management, authored by Anurag Saxena, Ph D, Lt. Col Kaushik Sircar, published by Jaico Publishing House, India.
6. Supply Chain Management – A Logistics Perspective, Coyle, Bardi, and Langley 8th Edition, South-Western Thompson Learning (2008) ISBN 0-324-37692-8

2. PURCHASINGMANAGEMENT

Course Code : SCM 302

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Objective:

In many organizations, the value of purchased goods and services could account for as much as 60% of their total costs. As a result purchasing activities have a high impact on overall profitability. The quality, cost, and value of purchased goods and services directly influence a company's overall success as measured by customer satisfaction, brand loyalty, competitiveness, and profitability This course is designed to give students a background in the practice of Purchasing and strategic sourcing and the related concepts including the problems of supplies requirements, sourcing, pricing, procurement, logistics, storage, and distribution in all kinds of enterprises.

Contents

Unit I:

Purchasing -- policy & procedures, purchasing cycle, purchase orders, Purchasing tools & techniques (ABC, VED, HML, FSN), Purchasing related information system, E-purchase, Purchasing organization. Purchasing of services.

UnitII :

Supply management, Local Vs National suppliers, Distributor Vs Direct supply, Single Vs multiple sourcing, Commodity strategy development, Public purchasing, outsourcing, Worldwide Sourcing— foreign Vs developing countries, Just In time and lean thinking, managing supply chain risks & disruptions, Creating purchasing dashboard,

Unit III:

Supplier Selection, Evaluation, Classification and Development – location, reserve capacity, technological capability, inspection, labor relations, warranty, Supplier scorecard, Supplier development and new product development.

Unit IV:

Strategic Cost Mgt, Price/Cost Analysis, Total cost of Ownership—usefulness and limitations, Purchasing profit center models,

Unit V:

Negotiation, Contract Management, Best practices in negotiations, contracts etc., suppliers as partners, Ethics in Purchasing, Supplier code of conduct.

References

1. Purchasing & Supply Chain Management, 4th ed., Monczka, Handfield, Giunipero, Patterson, Southwestern/Cengage Learning (2009), ISBN: 0324381344
2. Purchasing and Supply Chain Management, Kenneth Lyons; Brian Farrington, ISBN 10: 0273694383 / 0-273-69438-3, ISBN 13: 9780273694380
3. World Class Supply Management, Burt, Dobler, and Starling, 7th edition
4. Purchase and Supply Chain Management, Benton Jr, W.C, McGraw-Hill, second ed., 2010
5. Purchasing and Supply Chain Management, Monczka, Robert; Trent, Robert; and Handfield, Robert, 3rd Edition, 2004, Cincinnati: South-Western. ISBN 0-538-81495-0.

3. INTERNATIONAL LOGISTICS AND MANAGEMENT OF GLOBAL SUPPLY CHAIN

Course code: SCM 401

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Objective:

This course will review the international business environment, and then apply traditional logistics activities, reverse logistics, risk management, sustainability and methods for achieving green supply chains to the international context. Students will learn about trade restrictions, and agreements, such as NAFTA and the WTO. An overview of essential import and export procedures, documentation, and protective measures adopted by countries will also be covered.

Contents

Unit I :

Global supply chain – its importance– Supply Chain Management and Logistics in a Global economy – Stages in International Development - export / import, Terms and conditions of purchase of sales (including INCOTERMS, method of payment, etc.), Quality considerations (e.g. ISO9000, industry quality specifications, etc, Transportation modes and costs, Security issues, Packing requirements (i.e. regulatory, preservation of cargo types of containers, packing materials, etc.), Insurance and transportation liability regimes

Unit II :

International Sourcing – Rationale for low cost country sourcing – Challenges for Low Cost Country Sourcing, Calculation of landed costs , total cost approach , issues of contract administration, location, and evaluation of foreign suppliers, exchange fluctuations, customs procedures, and related topics – Guidelines for Sourcing , 3PL, 4PL . Trade agreements between countries, WTO,

Unit III :

Green sustainable supply chain, Environmentally Sustainable Purchasing, Green Transportation, Forces Shaping Today's Supply chain Environment, competitive Pressure, Corporate Social responsibility, Customer expectations, Role Shifting, Financial Pressure, Global capacity, Globalization, Mergers and Acquisitions, Technological innovation, Time compression

Unit IV :

Designing a Global Network --Establish a Triadic Presence, Achieve Seamless Performance Across Markets, Extend Reach Through Alliances, compete in Competitor's Home Market, Coordinate Global Activities, , Coordination and Control through Information Technology

Unit V :

Supply Chain Mapping– Importance of Supply Chain Design – Process mapping – Process Analysis – Supply chain Design – Supply chain Mapping approaches

References

1. Global Logistics Management, a competitive Advantage for the 21st Century, Kent N. Gourdin, Blackwell Publishing, 2 nd Ed, (ISBN: 9781405127134)
2. Supply Chain Logistics Management, Donald J. Bowersox, David J. Closs, M. Bixby Cooper, Published by Tata McGraw – Hill Publishing co Ltd, New Delhi.
3. Modeling the Supply Chain, Jeremy F. Shapiro, M I T, Thomson India Edition, India.

4. TRANSPORTATION AND WAREHOUSING MANAGEMENT

Course code: SCM 402

| L | T | P | C |
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Objective

This course is an introduction to the physical distribution aspects of supply chain management. Raw materials and components are required to be transported and stored in warehouses till they are required at the manufacturing / assembly locations. The finished goods also experience transportation and temporary storage awaiting the customer's request for shipping. Transportation and warehousing add substantially to the costs but are essential activities to provide the right product at the right place. This course will examine critically the different modes of transportation: truck, rail, ocean, air, pipeline and intermodal. It will also provide an overview of warehousing operations including the main activities performed: receiving, storage, order filling and shipping.

Contents :

Unit I:

Information flows and order processing--Sales order-inventory interface procedures, Order information transmittal methods, Ordering rules, Schedule supplies for production/operations.

Unit II:

Transportation—Modes and transport service selection, Outbound Shipments to Customers, inbound Shipments from Vendors, Freight Bills and Freight Claims, Carrier routing, Vehicle scheduling, Equipment selection, Claims processing, Rate auditing

Unit III:

Warehousing—Types of warehouses, Space determination, Functions & operations of a warehouse--- consolidation, Break-bulk, Cross docking, Mixing, Assembly, Stock placement, packaging, racking, safety, quality, labor efficiency, layout and design, Reverse logistics and returned goods processing, Picking by FIFO, FEFO, LIFO, LEFO, expiration date, Pick Pack and Delivery Fulfillment, Inventory & Shelf Life Management Stock layout and dock design

Unit IV:

Materials handling--- Equipment selection, Equipment replacement policies, Order-picking procedures, Stock storage and retrieval

Unit V:

Transportation Management Systems (TMS) and Warehousing Management Systems (WMS), GPS & Communication Applications in Transport, Navigation & Fleet Management Using GPS

References:

1. World-Class Warehousing and Material Handling, Frazelle, Edward, H., McGraw-Hill (2002) ISBN 0-07-137600-3
2. Supply Chain Management--Strategy, Planning and Operation, Sunil Chopra, Peter Meindl, D.V. Kalra, Pearson Education, India
3. World Class Supply Management, Burt, Dobler, and Starling, 7th edition
4. Supply Chain Logistics Management, Donald J. Bowersox, David J. Closs, M. Bixby Cooper, Published by Tata McGraw – Hill Publishing co Ltd, New Delhi.
5. Logistics and Supply Chain Management, Jonsson, P McGraw-Hill, latest edition

HUMAN RESOURCE ELECTIVES

| Course Code | Course Title | Dept. | L | T | P | C |
|---------------------------------|---|--------------|----------|----------|----------|----------|
| HUMAN RESOURCE ELECTIVES | | | | | | |
| HR-301 | STRATEGIC HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT | MBA | 3 | 0 | 0 | 3 |
| HR-302 | LABOUR LEGISLATIONS | MBA | 3 | 0 | 0 | 3 |
| HR-303 | GLOBAL HUMAN RESOURCE MANAGEMENT | MBA | 3 | 0 | 0 | 3 |
| HR-305 | LEADERSHIP AND ORGANISATIONAL EFFECTIVENESS | MBA | 3 | 0 | 0 | 3 |
| HR-401 | KNOWLEDGE MANAGEMENT | MBA | 3 | 0 | 0 | 3 |
| HR-402 | TRAINING AND HUMAN PERFORMANCE ENHANCEMENT | MBA | 3 | 0 | 0 | 3 |
| HR-403 | RECRUITMENT AND SELECTION | MBA | 3 | 0 | 0 | 3 |

1. STRATEGIC HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT

Course code: HR- 301

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Objective :

The course introduces students to human resource development, HRD, e-HRM, international and multicultural HR and career concepts in HR

Contents:

Unit I:

Human resource development meaning, strategic framework for HRM and HRD. Vision, Mission and Values, Importance and challenges to organizations, HRD functions, roles of HRD professionals, HRD needs assessment, HRD practices, measures of HRD performance, links to HR, strategy and business goals, HRD program implementation and evaluation, recent trends, benchmarking and HRD audit, Industrial Relations – Scope and Need

Unit II:

E- employee profile, e-selection and recruitment, virtual learning and orientation e-training and development, e-performance management and compensation design, development and implementation of HRIS, designing HR portals, issues in employee privacy, employee surveys online.

Unit III:

Domestic Vs international HRM, cultural dynamics, culture assessment, cross cultural education and training programs, leadership and strategic HR issues in international assignments, current challenges in outsourcing, cross border m and a repatriation, etc, building multicultural organizations, international compensation, exit management, shadowing

Unit IV:

Career concepts, roles, career stages career planning and process, career development models, career motivation and enrichment, managing career plateaus, designing effective career development systems, competencies and career management, competency mapping models, equity and competency based compensation

Unit V:

Employee coaching , Mentoring and counseling, need for coaching , role of HR in coaching, coaching and performance, skills for effective coaching, Mentoring – Scope and effectiveness, need for counseling, role of HR in counseling, components of counseling programs, counseling effectiveness, employee health and welfare programs, counseling effectiveness, work stress, sources, techniques, eastern and western practices, self-management and emotional intelligence.

Textbook:

1.Human resource development by LalithaBalakrishnan and A.S.Srividya, Himalaya publishers

References :

- 1.Jeffrey, Strategic Human resource management, Thompson, 2003
2. Werner,Human Resource Development, Thompson, 2002
3. Harrison, Employee Development, University Press, New Delhi,
4. SrinivasKanula, Human Resource Management, Prentice Hall of India, 2005

5. Richard Regis, Strategic Human Resource Management and Development, Excel Books India, 2008

2.LABOUR LEGISLATIONS

Course code : HR- 302

| L | T | P | C |
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Objective :

This course attempts to cover all the legal issues & Acts that HR executives should be familiar with in connection with wages, working conditions and labor welfare, social security etc.

1. The Factories Act, 1948
2. The Trade Unions Act, 1926
3. The Payment of Wages Act, 1936
4. The Minimum wages Act, 1948
5. The Industrial Disputes Act, 1947
6. The Employee Compensation Act, 1923
7. The Payment of Gratuity Act, 1972
8. The Payment of Bonus Act, 1965
9. The Employee Provident Fund and Miscellaneous Act, 1952
10. The Employees State Insurance Act, 1948
11. The Industrial Employment (Standing Orders) Act, 1946
12. Environment Protection Act, 1986

Text books:

1. Kapoor N.D, Elements of Industrial Law, Sultan Chand
2. P.K.Padhi, Industrial Laws, PHI, 2008

Reference Books:

1. Srivastava, Industrial Relations and labour laws, Vikas, 4th ed, Respective Acts from Bare act
2. Dhandapani, commercial and Industrial law, Sultan Chand, 1998_
3. Das Gupta, Maintaining Industrial discipline, Response Books, 2002

3. GLOBAL HUMAN RESOURCE MANAGEMENT (GHRM)

| L | T | P | C |
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Course code : HR 303

Objective

This course is intended to familiarize the students with the latest global trends and HRM in MNC's with differing cultures, HR Systems & policies. This course initiates the student to HRM practiced on a larger canvas beyond borders.

Contents:

Unit I :

Introduction to GHRM Definition, reasons for going global, Approaches to GHRM, Difference between GHRM and Domestic HRM, Organizational dynamics and GHRM: Role of culture in International HRM, Culture and employee management issues, Organizational Processing GHRM, Linking HR to International expansion strategies, The Challenges of GHRM

Unit II :

Strategies for International Growth: Exploiting global integration-The logic of global integration, differentiation, Mastering expatriation, beyond the traditional expatriate model, Becoming locally responsive: understanding and responding to diversity, the challenges of localization, Managing alliances and joint ventures- planning ,negotiating, implementing and supporting alliance

Unit III :

Recruitment, Selection and staffing in International context: International Managers- parent country nationals, third country nationals, host country nationals, advantages and disadvantages of different selection methods, different approaches to multinational staffing decisions, recruitment methods using head-hunters, cross-national advertising, e-recruitment; Selection criteria and techniques, international staffing issues – Outsourcing

Unit IV:

Performance Management: A conceptual background, Constraints in goal attainment, performance management cycle, models, performance and appraisal in GHRM appraisal of expatriate, third and host country employees, issues and challenges in international performance management, country specific performance management practices. Training and development in international context:, types of expatriate training, HCN training, Career Development, developing international staff and multinational teams, knowledge transfer in multinational companies, repatriate training.

Unit V:

International Compensation: Key components of international compensation and factors that influence compensation policy, Approaches to international compensation, compensation practices across the countries, global compensation: emerging issues. International Labour Relations: Key issues, response of labour unions to HRM practices in different countries.

References

1. The Global Challenge- framework for International Human Resource Management, Evans, Pucik, Barsoux, Tata McGraw-Hill Irwin.
2. Global Human resource management-Peter J Dowling,Denice E Welch, Cengage Learning Global Human resource management - Monir H Tayeb – Oxford University Press - 2005.
3. Global Human resource management - Hugh Scullion,Margarellinehan - Palgrave McMillan, 2005.
4. International HRM, Anne Wit Harzing&Joris Van, Ruysse Veldt,Sage Publication

4. LEADERSHIP AND ORGANIZATIONAL EFFECTIVENESS

| L | T | P | C |
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Course code :HR-305

Objective: To understand the theory and application of Leadership in the organization and to acquire a thorough understanding of the practices and development of organizational effectiveness.

Unit I

Introduction to Leadership: Definition, Importance of leadership, Roles of a leader, Leadership attitudes, ethical leadership, Theories of Leadership, leadership grid, Content and process theories, Reinforcement theory, Contingency leadership theories and models, Leadership continuum theory, Normative leadership theory, Leadership substitutability theory

Unit II

Team Leadership: Ginet's team effectiveness leadership model, the changing role of leadership in self-managed teams, Leader-follower relations, Dyadic theory, Leader-member exchange theory, Delegation, Coaching, Managing conflict. Organizational Leadership: Charismatic and transformational leadership, Stewardship and servant leadership, Leadership of culture and diversity, Strategic leadership.

Unit III

Leadership development and succession: Development through self-awareness and self-discipline, education, experience, and mentoring, succession. Evaluation of leadership development efforts, Indian cases on leadership

Unit IV

The Concept of 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- the Effective Manager as an Optimizer.

Unit V

Environmental Issues in Managerial Effectiveness Organisational Processes - Organisational Climate - Leader - Group Influences - Job Challenge - Competition - Managerial Styles. Developing The Winning Edge Organisational and Managerial Efforts - Self Development - Negotiation Skills - Development of the Competitive Spirit - Knowledge Management - Fostering Creativity.

References:

1. Peter Drucker, 'Management', Harper Row, 2000.
2. Milkovich and Newman, 'Compensation', McGraw-Hill International, 2000.
3. Blanchard and Thacker, 'Effective Training Systems, Strategies and Practices' Pearson 2005.
4. Dubin. Leadership, 'Research Findings, Practices & Skills', Biztantra, 2005.
5. Mathis Jackson Human, 'Resource Management', Thomson Southwestern, 2005.

5.KNOWLEDGE MANAGEMENT

Course Code: MBA- 401

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Objective :

Understanding knowledge management, the components of knowledge management, the process and techniques , practices and evaluation.

Contents:

Unit I:The Basics

Understanding Knowledge ,KM System Life Cycle.

Unit II:Knowledge Creation And Capture

Knowledge Creation and Architecture., Capturing Tacit Knowledge., Other Knowledge Capturing Techniques.

Unit III :Knowledge Codification And System Implementation

Knowledge Codification, System Testing and Deployment., Knowledge Transfer and Knowledge Sharing. Knowledge Transfer in the E-World.

Unit IV :KM System Tools And Portals

Learning From Data, Data Mining, Knowing the Unknown, KM Tools and Knowledge Portals.

Unit V:Ethical, Legal and Managerial Issues

Managing Knowledge Workers, the future of KM, the ownership of knowledge

Text book:

Knowledge management by Elias Awad, Hassan Ghaziri, Pearson Education,

References:

1. Knowledge Management – a resource book – A Thothathri Raman, Excel, 2004.
2. Knowledge Management- Elias M. AwadHasan M. Ghazri, Pearson Education

6. TRAINING AND HUMAN PERFORMANCE ENHANCEMENT

| L | T | P | C |
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Course code : HR 402

Objective :

To provide a thorough understanding of the training requirements, methods and techniques, evaluation and marketing

Contents:

Unit I:

Introduction to Training and Development, Strategic Training and development Process, Factors influencing working , learning and Training,

Unit II:

Training need Assessment, process, Models of need assessment, Learning theories, process and program design, Transfer of training – training design

Unit III:

Traditional training methods, - on the job, off the job, E learning and use of technology in training, Training Evaluation- outcomes used for evaluation, evaluation design, practices , determining ROI

Unit IV:

Employee development – Approaches, process and strategies, Special issues in Training & Development – external and internal issues, Future of Training and development

Unit V:

Careers and career management - definition, model, career management systems, evaluation career management systems, Special challenges in career management – Socialisation, orientation,

Recommended Textbook:

1. Employee Training and Development by Raymond A Noe

References :

- 1 Bewnet, Roger cd Improving Training effectiveness, Aldershot, Gower 1988
- 2 Buckley R & Caple, Jim, The Theory & Practice of Training, London, Kogan & Page 1995
- 3 Lynton R Pareek U Training to Development 2nd ed. New Delhi, Vistaar, 1990.
- 4 Pepper, Allan D, Managing the Training and Development function, Aldershot, Gower, 1984
- 5 Rae L etc. How to Measure Training Effectiveness, Aldershot, Gower, 1986
- 6 Reid M.A. etc. Training interventions, Managing Employee Development, 3rd ed. London IPM 1992
7. Serge P The Fifth Discipline, The Art and Practice of the learning organization London Century, 1992

7.RECRUITMENT& SELECTION

| L | T | P | C |
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Course Code : HR 403

Objective:

To provide an indepth learning experience in the area of job analysis, hiring, screening and testing potential employees.

Contents:

Unit I:

Job Analysis. Meaning, definition and purpose. Methods of job analysis: subject expert workshops, critical incident technique, functional job analysis, job element method, repertory grid, critical incident technique

Unit II:

Hiring Process:Hiring decision. Nature of hiring: Existing post or new post to be created. Need analysis, cost analysis and job analysis. Hiring internally and externally. Advantages and disadvantages of the sources. Job advertisement:drafting, size and contents

Unit III:

Screening the candidates: Application Forms: bio-data / resume / curriculum vitae and weighted application blanks: meaning definition, purpose, advantages and disadvantages – taking a behavioral approach to recruitment: spotting personality patterns, making basic assumptions, predicting the future, strategy Vs. Technique.

Unit IV:

Testing. Meaning, definition, purpose, advantages and disadvantages. Ability tests clerical ability test, mechanical ability test, mental ability test, physical ability test, personality assessment test, typing test, shorthand test, computerproficiency test Interviewing: Planning the interview, Interview process –

Unit V:Reference checking & Appointment orders: meaning, definition and purpose. Meaning, definition, and purpose. Statutory requirements (under the Shops and commercial establishments Act). Contents of appointment letter, hard copy (or soft copy), method of delivery and retrievingthe Acknowledgement copy. Medical Examination &acceptance of offer for joining.

Text Books:

1. Human Resource Selection by Robert D. Gatewood and Hubert S. Feild, South western Cengage Learning, Mason, Ohio 2001
2. Staffing Organization, Herbert G. Heneman III, Timothy A. Judge, 5th Edition, McGraw Hill International

Reference Books:

- 1.Employee Selection, Lilly M Berry, Thomson Publications
- 2.Hiring & keeping the best people, HBS Press
3. Human Resource Planning, Dipak Kumar Bhattacharyya, 2nd edition, Excel Books.
4. High performance hiring by Robert w. Wendover, Crisp Publication,California, 1991.
- 5 Recruitment and Selection: A Competency Approach, Y Gareth Roberts, CIPD House, 2004

SYSTEMS ELECTIVES

| | SYSTEMS | | | | | |
|--------------------|--|--------------|----------|----------|----------|----------|
| Course Code | Course Title | Dept. | L | T | P | C |
| SYS-301 | BIG DATA TECHNOLOGY | MBA | 2 | 0 | 1 | 3 |
| SYS-302 | DATA MINING AND WAREHOUSING | MBA | 2 | 0 | 1 | 3 |
| SYS-303 | CLOUD COMPUTING | MBA | 2 | 0 | 1 | 3 |
| SYS-401 | E – COMMERCE TECHNOLOGY AND MANAGEMENT | MBA | 2 | 0 | 1 | 3 |
| SYS-402 | EMERGING TECHNOLOGIES FOR MANAGEMENT | MBA | 2 | 0 | 1 | 3 |
| SYS-403 | ENTERPRISE RESOURCE PLANNING | MBA | 2 | 0 | 1 | 3 |

SYSTEMS ELECTIVES

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1. BIG DATA TECHNOLOGY

Course Code: SYS -301

Objectives:

This Course provides practical foundation level training that enables immediate and effective participation in big data projects. This course provides grounding in basic and advanced methods to big data technology and tools including map reduce and Hadoop and its ecosystem.

Contents:

Unit I- Introduction to Big Data-

Introduction-distributed file system-Big Data and its importance, Four Vs, Drivers for Big Data, Big data analytics, Big data application. Algorithms using map reduce, Matrix-Vector Multiplication by Map Reduce.

Unit II- Introduction Hadoop

Big Data- Apache Hadoop&Hadoop Ecosystem- Moving Data in and out of Hadoop- Understanding inputs and outputs of Map Reduce- Data Serialization.

Unit III- Hadoop Architecture

Hadoop Architecture, Hadoop Storage: HDFS, Common Hadoop Shell commands, Anatomy of File Write and Read., NameNode, Secondary NameNode, and DataNode, Hadoop Map reduce paradigm, Map and Reduce tasks, job, Task trackers- Cluster Setup- SSH &Hadoop Configuration – HDFS Administering- Monitoring & Maintenance.

Unit IV- Hadoop Ecosystem And Yarn

Hadoop ecosystem components- Schedulers- Fair and Capacity, Hadoop 2.0 New Features- Name Node High Availability, HDFS Federation. MRv2, YARN, Running MRv1 in YARN

Unit V – Hive and Hive Ol, HBase

Hive Architecture and Installation, Comparison with Traditional Database, HiveQL- Querying Data- Sorting and Aggregating, Map Reduce Scripts, Joins & Sub queries, HBase concepts-Advanced usage, schema design, advance indexing-PIG, Zookeeper- How it helps in monitoring a cluster, HBase uses zookeeper and how to build application with zookeeper.

References:

1. Boris Lunlinsky, Kevin.T.Smith, Alexey Yakubovich, “Professional Hadoop Solutions”, Wiley.
2. Chris Eaton, Dirk Deroos et al., “Understanding Big Data”, McGraw Hill,2012.
3. Tom White, “HADOOP: The definitive Guide”, O Reilly 2012.
4. Frank J Ohlhorst “Big Data Analytics: Turning Big Data into Big Money”, Wiley and SAS Business Series, 2012
5. Colleen Mccue, “Data Mining and Predictive Analysis: Intelligence Gathering and Crime Analysis”, Elsevier, 2007

2. DATA MINING AND WAREHOUSING

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Course Code: SYS 302

Objective:

This Course help students to learn operational aspects of Data Warehousing and Data Mining and to know applications of Data Warehousing / Data Mining in business

Contents:

Unit I –Introduction

Introduction: The Evolution Of Data Warehousing (The Historical Context), The Data Warehouse - A Brief History, Characteristics, Operational Database Systems and Data Warehouse (OLTP & OLAP), Today's Development Environment.

Unit II-Data Processing

Data Marts, Metadata, Multidimensional Data Models: Types of Data and Their Uses, from Tables and Spreadsheets to Data Cubes, Identifying Facts and Dimensions, Designing Fact Tables

Unit III-Data warehouse

Principles of Data Warehousing(Architecture and Design Techniques):System Processes, Data Warehousing Components, Architecture for a warehouse, Three-tier Data Warehouse Architecture, Steps for the design and construction of Data Warehouses

Unit IV-Data Mining

Data Mining: Introduction: Motivation, Importance, Knowledge Discovery Process, KDD and Data Mining, Classification of data mining systems, Major issues, from Data warehousing to data Mining.

Unit V-Data Integration

Data Integration and Transformation, Data Reduction, Data Warehouse and OLAP Technology for Data Mining: data warehouse, Architecture, Implementation, Data warehouse usage.

Text Book

1. Krzysztof J. Cios, WitoldPedrycz, Roman W. Swiniarski, "Data mining: A Knowledge Discovery Approach" ,Springer, 2007.

References

- 1 .Hand D. J. ,HeikkiMannila, PadhraicSmyth, "Principles of data mining"MIT Press, 2001.
2. SoumenChakrabarti, Earl Cox, Ian H. Witten, Morgan Kaufmann, "Data mining: know it all ",2008

3. CLOUD COMPUTING

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Course Code: 303

Objective:

This Course helps students to understand the basics of cloud computing for business management and provide Knowledge of various applications on cloud for efficient business management

Unit I Introduction

Cloud-definition, Benefits, Usage Scenarios, History of Cloud Computing - Cloud Architecture - Types of Clouds - Business models around Clouds – Major Players in Cloud Computing - Issues in Clouds - Eucalyptus - Nimbus - Open Nebula, CloudSim.

Unit II Cloud Services

Types of Cloud services: Software as a Service - Platform as a Service – Infrastructure as a Service - Database as a Service - Monitoring as a Service – Communication as services. Service Providers- Google, Amazon, Microsoft Azure, IBM, Salesforce.

Unit III Collaborating Using Cloud Services

Email Communication over the Cloud - CRM Management - Project Management- Event Management - Task Management – Calendar - Schedules - Word Processing – Presentation – Spreadsheet - Databases – Desktop - Social Networks and Groupware.

Unit IV Virtualization For Cloud

Need for Virtualization – Pros and cons of Virtualization – Types of Virtualization –System Vm, Process VM, Virtual Machine monitor – Virtual machine properties - Interpretation and binary translation, HLL VM - Hypervisors – Xen, KVM , VMWare, Virtual Box.

Unit V Security, Standards and Applications

Security in Clouds: Cloud security challenges – Software as a Service Security, Common Standards: The Open Cloud Consortium – The Distributed management Task Force – Standards for application Developers – Standards for Messaging – Standards for Security, End user access to cloud computing, Mobile Internet devices and the cloud.

Text Books

1. John Rittinghouse& James Ransome, Cloud Computing, Implementation, Management and Strategy, CRC Press, 2010.
2. Michael Miller, Cloud Computing: Web-Based Applications That Change the Way You Work and Collaborate Que Publishing, August 2008.
3. James E Smith, Ravi Nair, Virtual Machines, Morgan Kaufmann Publishers, 2006.

Reference Books

1. David E.Y. Sarna Implementing and Developing Cloud Application, CRC press 2011.
2. Lee Badger, Tim Grance, Robert Patt-Corner, Jeff Voas, NIST, Draft cloud computing synopsis and recommendation, May 2011.
3. Anthony T Velte, Toby J Velte, Robert Elsenpeter, Cloud Computing : A Practical Approach, Tata McGraw-Hill 2010.
4. Haley Beard, Best Practices for Managing and Measuring Processes for On demand Computing, Applications and Data Centers in the Cloud with SLAs, Emereo Pty Limited, July 2008.
5. G.J.Popek, R.P. Goldberg, Formal requirements for virtualizable third generation Architectures, Communications of the ACM, No.7 Vol.17, July 1974.

5. E – COMMERCE TECHNOLOGY AND MANAGEMENT

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Course Code: SYS 401

Objective:

This Course provides an understanding of e-commerce, the technology infrastructure, the business applications, ecommerce payments and security, legal and privacy issues in e-commerce and helps to build and manage an e-business.

Contents:

Unit I Fundamental Of E-Commerce

Driving forces – benefits and limitations of e-commerce. Basics of Data mining, data warehousing and network infrastructure requirements. Overview of IP, TCP, HTML, OLAP and Cryptography.

Unit IIBusiness Applications in E-Commerce

Retailing in E-commerce – market research on internet customers – e-commerce for service sector – Advertising in e-commerce – B2B ecommerce.

Unit IIIE-Commerce Infrastructure

Intranet, Internet & Extranet – Structure, Architecture, Applications & Business Models.

Unit IVE-Commerce Payments and Security

E-Payments and Protocols-Security schemes against internet fraud. Principles of e-fund transfer, credit and debit card usage, E-check and unified payment systems.

Unit V Legal and Privacy Issues in E-Commerce

Legal, Ethics and Privacy issues – Protection needs and methodology - Consumer protection, Cyber laws, contracts and warranties. Taxation and Encryption Policies.

References

1. Efraim Turban et al., 'Electronic Commerce – A managerial perspective', Pearson Education Asia
2. Kalakota et al, 'Frontiers of Electronic Commerce', Addison Wesley.
3. Sandeep Krishnamurthy, 'E-Commerce Management – Text and Cases', Thomson Learning.
4. P.T Joseph , 'E -Commerce A managerial perspective', Prentice Hall of India
5. Greenstein Firsman, 'Electronic Commerce', Tata McGraw Hill.
6. Nabil Adam et al, 'Electronic Commerce – Technical, Business and Legal Issues'. Prentice Hall.

5. EMERGING TECHNOLOGIES FOR MANAGEMENT

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Course Code: SYS 402

Objectives:

This Course makes students to learn basic concepts of Mobile Computing and to understand the WAP architecture and Programming in WLL.

Contents:

Unit – I Introduction to Mobile Computing

Technology- Fundamentals of Cellular Systems. Mobile Security Introduction- Security in Wireless network - Security in Ad-hoc Networking Technologies – Security in Mobile Agents - Security Protocols. Mobile Database: Introduction – Databases – Database Hoarding. Mobile Operating System: Introduction- Palm OS – Windows Mobile OS.

Unit – II Wireless Architecture- GSM

Introduction- System Architecture – GSM Address and Identifiers – GSM Mobility Management. GPRS: Introduction- Benefits of GPRS - GPRS Architecture – GPRS Applications – Limitations of GPRS. WLL: Introduction – Configuration – Architecture – WLL technologies. VPN: Introduction – Goals of VPN – Types of VPN – Benefits. WiMAX: Introduction – Features – Architecture – Applications. Wi-Fi: Introduction – Working Concepts.

Unit – III Introduction to WAP

History-WAP architecture - WAP Application - WAP development tools and software – Working with WML Interactivity - Forms and User Input – Adding functionality with WML script – Database Driven WAP – Dynamic WAP application – Converting existing websites to WAP.

Unit – IV Green Computing

Green IT Fundamentals: Business, IT, and the Environment- Green Assets: Buildings, Data Centers- Socio-cultural aspects of Green IT – Green Enterprise Transformation Roadmap – Green Compliance: Protocols, Standards, and Audits – Emergent Carbon Issues: Technologies and Future- The Environmentally Responsible Business Strategies (ERBS)

Unit – V Security and Privacy

Privacy: What is Privacy – Data Life Cycle – Key Privacy Concerns – Who is responsible for protecting Privacy – Privacy Risk Management – Legal and Regulatory Implications Security Management: Standards – Security Management in the Cloud – Availability Management – Access Control.

Text Books

1. Prashant Kumar Patra, sanjit Kumar Dash (2010). Mobile Cloud Computing SCITECH
2. Tim Mather – SubraKumaraswamy – ShahedLatif (2010). Cloud Security and Privacy – OREILLY
3. WAP (2001) – A beginners guide – Dale Bulbrook – Tata McGraw Hill Edition

References

1. KumkumGarg (2010). Mobile Computing Theory and Practice Pearson 2010
2. Ronald L. Krutz and Russell Dean Vines(2010)- Cloud Security — Wiley – India

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6. ENTERPRISE RESOURCE PLANNING

Course Code: SYS 403

Objective:

This Course helps students to understand the business process of an enterprise, to grasp the activities of ERP project management cycle and to understand the emerging trends in ERP developments

Contents:

Unit I Introduction

Overview of enterprise systems – Evolution - Risks and benefits - Fundamental technology – Issues to be consider in planning design and implementation of cross functional integrated ERP systems.

Unit II ERP Solutions and Functional Modules

Overview of ERP software solutions- Small, medium and large enterprise vendor solutions, BPR, and best business practices - Business process Management, Functional modules.

Unit III ERP Implementation

Planning Evaluation and selection of ERP systems - Implementation life cycle – ERP implementation, Methodology and Frame work- Training – Data Migration. People Organization in implementation- Consultants, Vendors and Employees.

Unit IV Post Implementation

Maintenance of ERP- Organizational and Industrial impact; Success and Failure factors of ERP Implementation.

Unit V Emerging Trends on ERP

Extended ERP systems and ERP add-ons -CRM, SCM, Business analytics - Future trends in ERP systems-web enabled, Wireless technologies, cloud computing.- SAP modules

References

1. Sinha P. Magal and Jeffery Word, Essentials of Business Process and Information System, Wiley India,
2. Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill,
3. Alexis Leon, Enterprise Resource Planning, second edition, Tata McGraw-Hill,
4. MahadeoJaiswal and Ganesh Vanapalli, ERP Macmillan India,
5. Vinod Kumar Grag and N.K. Venkitakrishnan, ERP- Concepts and Practice, Prentice Hall of India,

INTERNSHIPS AND PROJECTS

| | | | L | T | P | C |
|---------|-----------------------------------|------------|----------|----------|----------|----------|
| MBA-398 | INTERNSHIP-1-(DEC-JAN- 4 WEEKS) | MBA | - | - | 4 | 4 |
| MBA 399 | INTERNSHIP 2 -(MAY-JUN – 4 WEEKS) | MBA | - | - | 4 | 4 |
| MBA-499 | FINAL PROJECT -(DEC-JAN- 8 WEEKS) | MBA | - | - | 8 | 8 |

An internship or project is an opportunity for students to apply their theoretical concepts to real life situations in the work place.

Internship I AND II:

- The student will be acquiring skills and hands on work experience during the internship.
- The following parameters will be used to evaluate the internship: Industry knowledge, Process knowledge, Skills acquired, Independent handling of processes or functions, application of theory to practice and Activity Time Sheet and daily attendance to be maintained by the Company Project Guide.
- The internship will be evaluated based on a presentation and study report.

Final Project :

- A problem should be defined, objectives set, data has to be collected and analyzed using statistical tools and techniques, inferences drawn and recommendations made. A 75 to 100 pages Research Report should be submitted at the end of the Final Project .
- The Project will be evaluated for the quality of Research undertaken and the quality of problem solving accomplished.
- The Project will be evaluated based on a viva voce and the Research Project report.

