

ANNA UNIVERSITY : : CHENNAI 600 025
AFFILIATED INSTITUTIONS
REGULATIONS - 2015
I TO X SEMESTERS CURRICULA & SYLLABI
MBA (INTEGRATED) - 5 YEARS

SEMESTER I

SL. NO.	COURSE CODE	COURSE TITLE	L	T	P	C
THEORY						
1	MI7101	Foundation of Management	3	0	0	3
2	MI7102	Indian Economy	3	0	0	3
3	MI7103	Business Mathematics	3	0	0	3
4	MI7104	English	3	0	0	3
5	MI7105	Principles of Accounting	3	0	0	3
6	MI7106	Basic Psychology	3	0	0	3
PRACTICALS						
7	MI7111	English Language Laboratory	0	0	4	2
TOTAL			18	0	4	20

SEMESTER II

SL. NO.	COURSE CODE	COURSE TITLE	L	T	P	C
THEORY						
1	MI7201	Management Accounting	3	0	0	3
2	MI7202	Business Organisation	3	0	0	3
3	MI7203	Business Statistics-I	3	0	0	3
4	MI7204	Fundamentals of Sociology	3	0	0	3
5	MI7205	Business Communication	3	0	0	3
6	MI7206	Fundamentals of Computers	3	0	0	3
PRACTICALS						
7	MI7211	Computer Skills- I	0	0	4	2
TOTAL			18	0	4	20

SEMESTER III

SL. NO.	COURSE CODE	COURSE TITLE	L	T	P	C
THEORY						
1	MI7301	Managerial Economics - I	3	0	0	3
2	MI7302	Management Information System	3	0	0	3
3	MI7303	Cost Accounting	3	0	0	3
4	MI7304	Marketing Management - I	3	0	0	3
5	MI7305	Business Law - I	3	0	0	3
6	MI7306	Business Statistics-II	3	0	0	3
PRACTICALS						
7	MI7311	Computer Skills-II	0	0	4	2
TOTAL			18	0	4	20

SEMESTER IV

SL. NO.	COURSE CODE	COURSE TITLE	L	T	P	C
THEORY						
1	MI7401	Managerial Economics - II	3	0	0	3
2	MI7402	Data Management	3	0	0	3
3	MI7403	Corporate Accounting	3	0	0	3
4	MI7404	Quality Management	3	0	0	3
5	MI7405	Business Law - II	3	0	0	3
6	MI7406	Applied Operations Research I	3	0	0	3
PRACTICALS						
7	MI7411	Accounting Software	0	0	4	2
8	MI7412	Seminar I	0	0	2	1
TOTAL			18	0	6	21

SEMESTER V

SL. NO.	COURSE CODE	COURSE TITLE	L	T	P	C
THEORY						
1	MI7501	Organizational Behavior	3	0	0	3
2	MI7502	Applied Operations Research II	3	0	0	3
3	MI7503	Principles of Insurance	3	0	0	3
4	MI7504	Banking Theory and Practices	3	0	0	3
5	MI7505	Environmental Science and Engineering	3	0	0	3
6	MI7506	Business Policy	3	0	0	3
PRACTICALS						
7	MI7511	Data Analysis Laboratory - I	0	0	4	2
8	MI7512	Seminar II	0	0	2	1
TOTAL			18	0	6	21

SEMESTER VI

SL. NO.	COURSE CODE	COURSE TITLE	L	T	P	C
THEORY						
1	MI7601	Financial Management - I	3	0	0	3
2	MI7602	Human Resource Management	3	0	0	3
3	MI7603	Marketing Management - II	3	0	0	3
4	MI7604	Operations Management - I	3	0	0	3
5	MI7605	Information Management	3	0	0	3
6	MI7606	Enterprise Resource Planning	3	0	0	3
PRACTICALS						
7	MI7611	Industrial Visit *	0	0	4	2
8	MI7612	Seminar III	0	0	2	1
TOTAL			18	0	6	21

* Students have to visit 4 organizations and submit individual reports.

SEMESTER VII

SL. NO.	COURSE CODE	COURSE TITLE	L	T	P	C
THEORY						
1	MI7701	Financial Management - II	3	0	0	3
2	MI7702	Labour Legislations	3	0	0	3
3	MI7703	Operations Management - II	3	0	0	3
4	MI7704	Research Methodology	3	0	0	3
5	MI7705	Income Tax	3	0	0	3
6	MI7706	Strategic Management	3	0	0	3
PRACTICALS						
7	MI7711	Data Analysis Laboratory - II	0	0	4	2
8	MI7712	Seminar IV	0	0	2	1
TOTAL			18	0	6	21

SEMESTER VIII

SL. NO.	COURSE CODE	COURSE TITLE	L	T	P	C
THEORY						
1	MI7801	International Business Management	3	0	0	3
2	MI7802	Event Management	3	0	0	3
3	MI7803	Entrepreneurship Development	3	0	0	3
4	MI7804	Business Ethics and Corporate Governance	3	0	0	3
5	MI7805	Business Analytics	3	0	0	3
6	MI7806	Creativity and Innovation	3	0	0	3
PRACTICALS						
7	MI7811	Soft Skills Laboratory	0	0	4	2
8	MI7812	Seminar V	0	0	2	1
TOTAL			18	0	6	21

*Summer Internship - Summer internship to be done for a period of 4 weeks after the completion of 8th Semester. The training report along with the company certificate should be submitted within two weeks of the reopening date of 9th semester. The report should be around 40 pages containing the details of training undergone, the departments wherein he/she was trained with duration (chronological diary), along with the type of managerial skills developed during training.

SEMESTER IX

SL. NO.	COURSE CODE	COURSE TITLE	L	T	P	C
THEORY						
1		Elective - I	3	0	0	3
2		Elective - II	3	0	0	3
3		Elective - III	3	0	0	3
4		Elective - IV	3	0	0	3
5		Elective - V	3	0	0	3
6		Elective - VI	3	0	0	3
PRACTICALS						
7	MI7911	Summer Internship *	0	0	4	2
8	MI7912	Professional Skill Development Laboratory	0	0	4	2
9	MI7913	Seminar VI	0	0	2	1
TOTAL			18	0	10	23

SEMESTER X

SL. NO.	COURSE CODE	COURSE TITLE	L	T	P	C
THEORY						
1	MI7100	Project work	0	0	24	12
TOTAL			0	0	24	12

Total Credits:20+20+20+21+21+21+21+21+23+12=200 credits

LIST OF ELECTIVES

MASTER OF BUSINESS ADMINISTRATION (MBA)

SL. NO.	COURSE COD	COURSE TITLE	L	T	P	C
MARKETING - ELECTIVES						
1.	MI7001	Product and Brand Management	3	0	0	3
2.	MI7002	Sales and Distribution Management	3	0	0	3
3.	MI7003	Integrated Marketing Communication	3	0	0	3
4.	MI7004	Services Marketing	3	0	0	3
5.	MI7005	Retail Management	3	0	0	3
6.	MI7006	Consumer Behaviour	3	0	0	3
FINANCE - ELECTIVES						
1.	MI7007	Banking and Financial Services Management	3	0	0	3
2.	MI7008	Financial Derivatives	3	0	0	3
3.	MI7009	Merchant Banking and Financial Services	3	0	0	3
4.	MI7010	Micro Finance and Small Finance Banks	3	0	0	3
5.	MI7011	Security Analysis and Portfolio Management	3	0	0	3
6.	MI7012	Strategic Investment and Financing Decisions	3	0	0	3
HUMAN RESOURCE - ELECTIVES						
1.	MI7013	Industrial Relations and Labour Welfare	3	0	0	3
2.	MI7014	Managerial Behaviour and Effectiveness	3	0	0	3
3.	MI7015	Organizational Design, Change and Development	3	0	0	3
4.	MI7016	Social Psychology	3	0	0	3
5.	MI7017	Strategic Human Resource Management	3	0	0	3
6.	MI7018	Stress Management	3	0	0	3
SYSTEMS - ELECTIVES						
1.	MI7019	Cloud Computing	3	0	0	3
2.	MI7020	Business Intelligence	3	0	0	3
3.	MI7021	Decision Support System and Intelligent Systems	3	0	0	3
4.	MI7022	E-Business Management	3	0	0	3
5.	MI7023	Knowledge Management Systems	3	0	0	3
6.	MI7024	Software Project and Quality Management	3	0	0	3

OPERATIONS - ELECTIVES						
1	MI7025	Logistics Management	3	0	0	3
2	MI7026	Materials Management	3	0	0	3
3	MI7027	Product Design	3	0	0	3
4	MI7028	Project Management	3	0	0	3
5	MI7029	Services Operations Management	3	0	0	3
6	MI7030	Supply Chain Management	3	0	0	3

Note: Three electives from two specializations from among the 5 areas of specialization are to be chosen by the students to be awarded specialization in two functional areas.

OBJECTIVES :

- To expose the students to the basic concepts of management.
- To enable the students to understand the management functions of organization.

UNIT I INTRODUCTION**9**

Nature and process of management, basic managerial roles and skills, nature of managerial work; Management vs. Administration, Management as a Science or an art, Management as a Profession, Professional Management in India; Development of Management thought: Henri Fayol, F W Taylor, Elton Mayo and Maslow; System and contingency approach.

UNIT II PLANNING AND DECISION MAKING**10**

Planning and decision making – concept, purpose and process of planning, kinds of plans, strategies, policies and planning, premises, goal setting, MBO. Decision making – nature and process, types of managerial decisions, decision making conditions, forms of group decision making in organization.

UNIT III ORGANIZING**9**

Organizing–Concept, Steps and elements of organizing function, basis of departmentation, distribution of authority, Types of organization structure, Delegation and Decentralization.

UNIT IV DIRECTION**8**

Leadership – nature and significance, leading and managing, leadership styles, leadership theories.

UNIT V CONTROL**9**

Management Control; nature, purpose and process of controlling, kinds of control system, prerequisites of effective control system, resistance to control.

TOTAL: 45 PERIODS**OUTCOMES :****At the close of the semester, a student should:**

- Understand basic terminology and concepts for Management theory.
- Be proficient in case study analysis and writing for Management applications.
- Demonstrate the ability to apply selected Management frameworks to real world business situations for problem-solving purposes.
- Demonstrate business caliber online communications and netiquette skills via proficient participation in group discussion forums.

REFERENCES :

1. Koontz & Ramachandra, Essentials of Management, Tata McGrawHill
2. Stoner, Freeman and Gilbert, Jr. Management, Pearson Education, New Delhi
3. Wehrich, Heinz and Harold Koontz, Management: A Global Perspective, Tata McGrawHill
4. Dinhar Pagan, Chopra, Principles of Management.

OBJECTIVES :

To understand the various aspects of Indian Economy and to develop a perspective on the different problems and approaches to economic planning and development in India.

UNIT I MEANING AND CHARACTERISTICS 9

Economy – definition - Classification of economy – developing and developed economy. Indian economy – structure of the economy – agricultural, industrial and service sectors. Sectoral contribution to the national income of Indian economy. Characteristics of Indian economy in terms of demographic, economic and social indicators. Major development issues in India.

UNIT II INDIAN DEMOGRAPHY 9

Population – size and growth of population. Features of Indian population –sex ratio, rural and urban distribution, age distribution, density of population, occupational distribution. Causes for population growth – natural growth rate of population. Problems of higher population – poverty: definitions of poverty – measures to eradicate poverty.

UNIT III ECONOMIC PLANNING AND AGRICULTURAL SECTOR 9

Planning in India – five year planning. Evolution of Indian planning. Major achievements and failures of Indian planning since first five year planning. Objectives of 12th five year plan. Allocation of resources for agricultural, industrial and service sectors of the economy. Agricultural growth during the post reform period- achievements and failures.

UNIT IV INDUSTRIAL SECTOR 9

Industrial policy, 1991 - Liberalization, privatization and globalization of Industrial sector - Industrial growth since economic reform. Growth and problems of SMEs.

UNIT V FOREIGN TRADE 9

India's balance of trade and payment since 2007. Exports and Imports – pattern of trade. Trade policy of India, 1991. BOT and exchange rate. Government of India's measures to manage exchange rate fluctuations.

TOTAL : 45 PERIODS

OUTCOMES:

- The course expects students to understand the economic issues in range of economic activities in the Indian Economy. The Students are made to understand role of Indian Economy in global context and how different factors affect them.

REFERENCES :

1. Datt Ruddar and KPM Sundaram, Indian Economy, 67th Edition S. Chand & Company Ltd., New Delhi, 2013.
2. Gaurav Datta Ashwani Mahajan, Indian Economy. 68th Edition S. Chand & Company Ltd., New Delhi, 2013.
3. Misra S.K. & V. K. Puri, Indian Economy, 32nd Edition, Himalaya Publication house, Mumbai.2014
4. Gopal Ji,Suman Bhakri & Anisha Bhakri, Indian Economy -Performance and Policies, 2nd Edition, Vikas Publishing, New Delhi,2015.
5. Shankar Acharya and Rakesh Mohan, Indian Economy - Performance and Challenges, 1st Edition, Oxford University Press, USA , 2010

OBJECTIVE :

The objective of this course is to teach the mathematical concepts and principles of calculus, vector, etc. so that students will be able to apply their mathematical skills to various business problems.

UNIT I SEQUENCE AND SERIES 9

Progressions: Arithmetic, Geometric and Harmonic progressions - Means of two positive real numbers - Relation between A.M., G.M., and H.M. - Sequences in general - Specifying a sequence by a rule and by a recursive relation - Binomial expansion - Compound interest - Normal rate and effective rate.

UNIT-II VECTORS, MATRICES AND DETERMINANTS 9

Vectors: Operations on vectors - Matrices : Types of matrices - Matrice operations: Addition, Subtraction and Product of matrices, Multiplication of a matrix by a scalar - Determinants: Evaluation of determinants of order two and three - Properties of determinants - Singular and non-singular matrices - Product of two determinants - Rank of the matrix.

UNIT-III SETS AND FUNCTIONS 9

Sets: Set and sub-sets, Venn diagram and its applications - Operations on sets: Cartesian product of sets, Application - Functions: Algebraic functions (polynomial - linear, quadratic and rational), transcendental functions (exponential, log and trigonometric functions with identities) and inverse functions - The laws of logarithms and their uses.

UNIT-IV DIFFERENTIAL CALCULUS 9

Limit of functions - Continuity of functions and properties - Graphical interpretation - Differentiation: Geometrical interpretation - Differentiation using first principles - Rules of differential - Chain rule - Logarithmic differentiation of implicit function - Parametric functions - Second order derivatives - Application of derivatives: Maxima and Minima.

UNIT-V INTEGRAL CALCULUS 9

Standard Integration - Method of integrations: Integration of rational functions - Integration using algebraic substitution - Trigonometric integrals -Trigonometric substitution - Integration by parts - Definite integral - Properties of definite integrals.

TOTAL : 45 PERIODS**OUTCOMES:**

1. Students will be able to formulate and analyze mathematical problems, precisely define the key terms and draw clear conclusion.
2. Students will be able to present their mathematical work both in oral and written formats.

REFERENCES:

1. John Bird "Higher Engineering Mathematics" Newnes (An Imprint of Elsevier), 4th Edition, 2006, Indian Edition, Noida.
2. James Stewart "Calculus with Early Transcendental Functions", CENGAGE Learning 2008, Indian Edition, New Delhi.
3. H. Anton, I. Bivens and S. Davis 'Calculus', John Widely India Pvt. Ltd. 7th Edition, 2014, New Delhi.
4. B.M. Aggarwal, 'Business Mathematics and Statistics" Ane Book Pvt. Ltd., 2015, Chennai.
5. M. Raghavachari, 'A First Course in Mathematics for Management'. McGraw-Hill Education (India) Pvt. Ltd., 2015, New Delhi.

OBJECTIVES :

- To familiarize tertiary level grammatical usage in language
- To acquire LSRW skills in a professional context
- To orient the learner towards applied language skills

UNIT I

9

LISTENING barriers, strategies for improving listening skills, listening to a story, short talk– SPEAKING: the characteristics of effective speech, voice quality, rate of speaking, clear articulation, Introducing oneself, Speaking about past events, experiences, discussing music. - READING – Comprehension, developing reading skills, Reading articles WRITING the characteristics of effective writing, clear organization and structuring of ideas, summarizing, clarity of language, stylistic variation Grammar – Tenses, Adjectives, Adverbs Vocabulary – Synonyms, Antonyms, Guessing meaning from Context

UNIT II

9

LISTENING – listening to short speeches, conversations, TED Talks, listening for information – SPEAKING- Participating in informal discussions, expressing different points of view - READING – strategies, skimming and scanning; predicting, guessing, inferring; reading critically, Reading Articles, Taking notes. – WRITING – Short Article, blogging, Email Etiquette, Emails Grammar – Clauses, Comparison of Adjectives Vocabulary – Prefixes, Suffixes, Foreign words and phrases

UNIT III

9

LISTENING – Telephonic Conversations, leaving a message– SPEAKING Exchanging information, Discussing Future Plans, Conversational Skills, - READING – Brochures, Emails, Informative texts - WRITING – Business Letters – Quotation, Complaints, Grammar – Determiners, Relative Clauses, Conditionals, Vocabulary – Phrasal Verbs, Single word Substitution

UNIT IV

9

LISTENING – Dialogues, Interviews. SPEAKING- Brief Presentations, Using Discourse Markers - READING – Newspaper Reports, Product Review WRITING – Essays –analytical and argumentative, Letters seeking permission, making enquiries. Grammar – Expressing causes and results, Modals, Vocabulary – Word Formation

UNIT V

9

LISTENING –Narratives, Conversations SPEAKING- Neutral and Gender-sensitive language, Interview role plays- READING – Jumbled Sentences WRITING-Recommendations, Short Reports, Writing notices, Grammar – Reported Speech, Vocabulary –Sequencing Words, Linkers

TOTAL : 45 PERIODS**OUTCOME :**

This is a foundational course designed to facilitate the transition from secondary to tertiary level of language usage. The course sensitizes the learner regarding various aspects of the language in order to make effective use of it in his/her personal, academic or professional contexts.

TEXT BOOKS :

English in Mind, Second Edition-Student's Book, Herbert Puchta and Jeff Stranks, Cambridge University Press, 2010.

REFERENCES:

Study Skills in English Wallace, Michael J. Cambridge University Press, Cambridge, 1980

A Course in Communication Skills, P. Kiranmai Dutt, Geetha Rajeevan, and C.L.N. Prakash, Foundation Books, New Delhi, India, 2008.

WEBSITES :

www.onestopenglish.com
www.bbc.co.uk/worldservice/learningenglish
www.eslcafe.com/
www.learnenglish.britishcouncil.org/en/

MI7105**PRINCIPLES OF ACCOUNTING****LT PC
3 0 0 3****OBJECTIVE :**

Acquire fundamental knowledge in Accounting.

UNIT I INTRODUCTION**9**

Introduction to Financial, Cost and Management Accounting - Objectives of Financial Accounting – Accounting Principles, Concepts and Conventions – Book keeping and Accounting – Accounting System – Preparation of Journal, Ledger, Cash Book and Trial Balance – Errors disclosed and not disclosed by Trial Balance.

UNIT II FINAL ACCOUNTS**9**

Preparation of Final Accounts of Sole Trading Firms – with adjustments (Simple adjustments only).

UNIT III RECTIFICATION OF ERRORS & DEPRECIATION**9**

Rectification of Errors including preparation of Suspense Account – Depreciation – Meaning and Types – Methods of Charging and Providing depreciation – Straight Line and Written Down Value methods (Change in method excluded).

UNIT IV BANK RECONCILIATION STATEMENT**9**

Bank Reconciliation Statement (simple problems only) – Insurance Claim – Average Clause (Loss of profit excluded).

UNIT V ACCOUNTING FOR NON-PROFIT ORGANISATION**9**

Accounting for Non-profit Organisation – Receipts and Payments Account, Income and Expenditure Account and Balance Sheet (simple problems only).

TOTAL : 45 PERIODS**OUTCOME:**

Good grasp of basic Accounting nuances.

TEXT BOOKS :

1. Reddy and Murthy, Financial Accounting by Margham Publications, 2015, Chennai.
2. R.L.Gupta and Radhaswamy, Advanced Accounting, Vol. I, Sultan Chand & Sons, 2014, New Delhi.
3. P.C.Tulsian, Financial Accounting, Pearson Education India, 2014.

REFERENCES :

1. Jan Williams, Financial and Managerial Accounting – The basics for business decisions, 17th edition, Tata McGraw Hill Publishers, 2015.
2. Stice & Stice, Financial Accounting Reporting and Analysis, 8th edition, Cengage Learning, 2015.
3. Advanced Accounting, R.L.Gupta and P.K.Gupta, Advanced Accounting, Sultan Chand, New Delhi.

OBJECTIVES:

- Develop a strong research background and understanding of the scientific foundation of psychology
- Develop a knowledge base of human behaviour across the broad areas of psychology.
- Become aware of the applications of psychology in the professions associated with psychology.

UNIT I INTRODUCTION**9**

Nature, scope and methods, Major perspectives of modern psychology, Subfields of psychology, Psychology and diversity, Evolutionary psychology - exportation of psychology; Biological Bases of Behaviour: Neurons, nervous system – basic structure and function, The brain

UNIT II SENSATION AND PERCEPTION**9**

Sensation: Sensory Thresholds – Role of Psychophysical Procedures, Sensory Adaptation, Vision: The Eye, Light, Basic Functions of the Visual System, Color Vision, Vision and the Brain, Hearing: The Ear, Sound, Pitch Perception, Sound and Localization, Touch and other Skin Senses, Smell and Taste: How They Operate, Some Interesting Facts, Kinesthesia and Vestibular Sense, Perception: Organizing Principles, Constancies and Illusions: When Perception Succeeds and Fails, The Plasticity of Perception: Innate VS Learned, Extrasensory perception: Perception without Sensation

UNIT III MEMORY**9**

Human memory: The Atkinson and Shiffrin Model, Neural networks models, Forgetting – Memory Distortion and memory construction – Memory in everyday life – Memory and the brain: Evidence from memory impairments

UNIT IV COGNITION AND INTELLIGENCE**9**

Cognition: Thinking, Making decisions, Problem solving, Language; Intelligence: Unitary or Multifaceted, Measuring intelligence, Human intelligence: The Role of Heredity and the Role of Environment, Grouping differences in intelligence test scores, Emotional intelligence, Creativity

UNIT V HUMAN DEVELOPMENT**9**

Human Development: The Childhood years – Physical growth and development, Perceptual development, Cognitive development, Moral development, Social and emotional development, Gender identity and sex-category constancy; Adolescence, Adulthood and Aging: Death and bereavement

TOTAL: 45 PERIODS**OUTCOMES:**

By the time they graduate, students will:

- Demonstrate knowledge of the major theoretical approaches and findings in psychology
- Know the research methods used in psychology, apply their knowledge in research design, and data analysis
- Critically assess information related to the study of behaviour and mental processes, and use the critical assessment in forming conclusions and arguments
- Develop tolerance for ambiguity and opinions that differ from their own

TEXT BOOKS

1. Robert A. Baron - Psychology (5th edition), Pearson Education
2. S.K. Mangal: An Introduction to Psychology

REFERENCES

1. Daniel L. Schacter, Daniel T. Gilbert & Daniel M. Wegner – Psychology (2nd edition)
2. James W. Kalat - Introduction to Psychology (10th edition)
3. Lahey, B. B. (1998). Psychology: An Introduction, Tata Mc Graw Hill
4. M.R. Murthy: Foundation of Psychology
5. Morgan & King - Introduction to Psychology.

MI7111

ENGLISH LANGUAGE LABORATORY

L T P C
0 0 4 2

OBJECTIVES :

- To enable learners develop their communicative competence.
- To facilitate the process of acquiring and developing soft skills among the learners in a professional background.
- To enhance the employability skills of students to improve their prospects of placements.

MODULES

1. Listening to academic and professional lectures and presentations.
2. Participating in group discussions – understanding group dynamics – brainstorming - expressing opinions, initiating and turn taking. Using appropriate body language in professional contexts – gestures, facial.
3. Making presentations – introducing oneself – introducing a topic – answering questions – individual presentation practice-
4. Creating effective PPTs – presenting the visuals effectively - designing slides.
5. Reading reports in newspaper, making a summary and presenting it.
6. Understanding graphical data – summarizing and interpreting it.
7. Writing job applications - writing covering letter and résumé - Applying for jobs online - email etiquette.
8. Writing for publications –conference papers, research reports
9. Drafting memos in business context – writing for blogs.
10. Interview skills– dress code – body language – mock interview.

TOTAL: 60 PERIODS

OUTCOMES :

- Speak confidently and professionally in business contexts
- Comprehend models of business communication in real time contexts
- Participate in discussions and interviews in a self-assured manner.

TEXT BOOKS:

1. Effective Communication. John Adair, Pan Publishing
2. Effective English Communication. Krishna Mohan and Meenakshi Raman. 3rd Edition, Tata McGraw Hill, New Delhi, 2003.
3. Professional Communication Skills. Alok Jain, Pravin S., R.Bhatia, A.M. Sheikh, 3rd Edition, S Chand and Company, New Delhi, 2005.

OBJECTIVE:

Acquire fundamental knowledge in Management Accounting

UNIT I INTRODUCTION**9**

Management Accounting – Meaning, Scope, Importance and Limitations – Management Accounting Vs. Financial Accounting – Analysis of Financial Statements – Meaning, Tools and Methods – Comparative, Common Size Statements, Trend Analysis.

UNIT II RATIO ANALYSIS**9**

Ratio Analysis – Meaning, Merits and Demerits – Classification of Ratios – Liquidity, Profitability, Turnover, Capital structure and Leverage ratios (simple problems only).

UNIT II FUND FLOW AND CASH FLOW STATEMENTS**9**

Preparation of Fund Flow and Cash Flow (as per AS3) Statements (simple problems only).

UNIT IV BUDGETARY CONTROL**9**

Budgetary Control – Meaning, steps involved – Merits and Demerits – Types of Budgets – Production, Sales, Cash – Fixed and Flexible Budgets.

UNIT V MARGINAL COSTING**9**

Marginal Costing (excluding decision making) – BEP, Break Even Charts, Limiting Factors.

TOTAL: 45 PERIODS**OUTCOMES:**

- Posses a reasonable knowledge of the basic tools in Management Accounting.

TEXT BOOKS :

1. Reddy and Hari Prasad Reddy, Management Accounting by Margham Publications, 2015, Chennai.
2. S.N.Maheswari, Management Accounting, Sultan Chand & Sons, 2014, New Delhi
3. Sharma and Shashi Gupta, Management Accounting, Kalyani Publishers, 2014, New Delhi.

REFERENCES :

1. Horngren, Surdem, Stratton, Burgstahler, Schatzberg, Introduction to Management Accounting, PHI Learning, 2015
2. Charles T. Horngren and Gary N. Sundem, Introduction to Management Accounting, Prentice Hall.
3. Chadwick, Essence of Management Accounting, 2014, Prentice Hall of India, Pvt. Ltd.

OBJECTIVES:

- The purpose of this paper is to impart to the students an understanding of the basic concepts in commerce, trade and industry and various forms of business organisation.
- Prepare them to face emerging challenge of managing business.

UNIT I INTRODUCTION**9**

Meaning and definition of business, essentials & scope of business, business as a system. business and profession. Classification of Business Activities, distinction between business, commerce and trade. Meaning, Definition, Characteristics and objectives of Business Organisation, Evolution of Business Organisation. Business and its Environment - Social Responsibility of a business firm.

UNIT II LOCATION OF INDUSTRY**9**

Location of industry- Factors influencing location- Size and scale of operation- Optimum firms – Advantages &- Disadvantages of large scale operations - small scale operations- Industrial Estates and District Industries Centre.

UNIT III FORMS OF BUSINESS ORGANISATION**9**

Forms of Business Organization • Sole proprietorship - meaning, characteristics, advantages and limitations, suitability of sole proprietorship form of business organization. • Partnership - meaning, characteristics, advantages and limitations, types of partners, suitability of partnership form of business organization. • Joint Hindu family firm • Cooperative Society - meaning, characteristics, advantages and limitations, types of cooperative societies, suitability of cooperative form of business organization.

UNIT IV JOINT STOCK COMPANY**9**

Joint Stock Company - meaning, characteristics, advantages and limitations, suitability of company form of business organization. Types of Joint Stock Company - Public Limited Companies, Private Limited Companies, Government Companies, Multinational Companies -Public Utilities and Public Enterprises.

UNIT V BUSINESS COMBINATIONS**9**

Business Combination- Meaning ,Causes, Objectives, Types and Forms. Advantages and disadvantages. Mergers, Takeovers and Acquisitions- Trade associations and chamber of commerce.

Total: 45 PERIODS**OUTCOME :**

The student will understand the modern business practices, forms, procedures and functioning of various business organizations

BOOKS RECOMMENDED:

- 1.Fundamentals of Business Organisation and Management by Y.K. Bhushan, Sultan Chand & Sons,2013.
2. Tulsian, P.C.; Business Organisation & Management, Pearson Education, New Delhi 2002.
- 3.R.C Bhatia, Business Organisation & Management, ANE Books 2000.
4. C.D.Balaji and G.Prasad - Business Organization, 2012, Margham Publications.
5. R.C.Bhatia,Business Organisation & Management,2012,Tax Mann Publications Pvt Ltd

OBJECTIVES:

The objective is to provide with a working knowledge of how to apply statistics to business situation.

UNIT I FUNDAMENTALS OF STATISTICS AND GRAPHICAL DISPLAYS 9

Fundamentals of statistics: What is statistics - Need for statistics in business - Data and information - Population and sample - Sampling - Sampling methods - data types - Frequency - relative frequency - frequency tables - Cross tabulation - Graphical representation of frequency distribution: histogram, frequency polygon, ogive pie-chart.

UNIT II DESCRIPTIVE AND INFERENTIAL STATISTICS 9

Descriptive statistics: descriptive and inferential statistics - grouped and ungrouped data - measures of central tendency, variability, dispersion: arithmetic mean, median, mode, quartiles, percentiles, deciles, interquartile, range, skewness kurtosis, standard deviation, variance - Application in business scenario.

UNIT III PROBABILITY 9

Probability : Basic concepts - axiomatic approach - classical definition - basic theorems - complements, union and intersection - venn diagrams - conditional probability, multiplicative law, independence event - total probability - Baye's theorem.

UNIT IV PROBABILITY DISTRIBUTION FOR DISCRETE RANDOM VARIABLES 9

Discrete random variable - Probability distribution for discrete random variable - Cumulative distribution function - Moments and variation - special distributions: Binomial, Poisson and Hypergeometric distributions.

UNIT V PROBABILITY DISTRIBUTION FOR CONTINUOUS RANDOM VARIABLES 9

Continuous random variable - Probability density function for continuous random variable - Cumulative distribution function - moments and variation - Special distribution: Exponential, uniform and normal distribution - Markov inequality - Chehychev's inequality - Central limit theorem.

TOTAL: 45 PERIODS**OUTCOMES:**

- Develop and refine decision-making skills by basing decision upon the outcome of statistical tests.
- Analyze real world scenarios and determine the appropriate type of analytical problem solving technique to utilize.

REFERENCES:

1. S.C. Gupta and V.K. Kapoor, 'Elements of Mathematical Statistics', 3rd Edition, Sultan Chand & Sons, 2014, Chennai.
2. W. Mendenhall, R. Beaver and B.M. Beaver, 'Introduction to Probability and Statistics', CENGAGE Learning India Pvt. Ltd., 2016, New Delhi.
3. B.M. Aggarwal, 'Essential of Business Statistics', Ane Book Pvt. Ltd., 2016, Chennai.
4. Prem S. Mann, 'Introductory Statistics' Wiley Publications, 8th Edition, 2013, Singapore.
5. David M . Levine, 'Business Statistics - A first course' Person Publication, 7th Edition, 2015, Greater Noida.
6. Navai Bajpai, 'Business Statistics' Pearson Education, 2009, Greater Noida.
7. Sanjiv Jaggia and Alison Kelly, 'Business Statistics' - Communicating with numbers, Tata McGraw Hill, 2nd Edition, 2016, New Delhi.
8. L.J. Kazmier, Business Statistics, Schaum's Outlines, 4th edition, Tata McGraw Hill Publishing Company Limited, 2004, New Delhi.

OBJECTIVES:

- To understand the basic concepts and the major concerns of sociology.
- To understand the relationship between culture, personality and society.
- To identify the nature and characteristics of social processes.

UNIT-I INTRODUCTION**9**

Origin, Nature, Scope and importance of Sociology; Methods of Sociology; Relationship with other social sciences

UNIT-II BASIC CONCEPTS**9**

Society, community, Institution, Social structure, Social System, Social Groups, Social organization, Relationship between Individual and Society, Societal culture

UNIT-III SOCIALIZATION**9**

Meaning of Socialization, Socialization as a Process of Learning, Stages and Agencies of Socialization; Social Norms: Conformity, Deviance, Needs of Social Control

UNIT-IV SOCIAL PROCESS**9**

Social Process in Social Institution: Meaning, Causes and Remedies; Social Stratification in Marriage, Family, Peer group- Religion and Kinship

UNIT-V APPLIED SOCIOLOGY**9**

Indian social problems- race, class, gender inequalities- Ecology and Environment: Pollution, Global warming and Green house effect. Impact of Industrialization and Urbanization on Environment- Issues in sustainability

TOTAL: 45 PERIODS**OUTCOMES:**

- Students will demonstrate the ability to discuss sociological theories and concepts
- Students will exhibit knowledge of the primary institutions of family, education, religion, and economic and political structures.
- Students will demonstrate an understanding of race, class, and gender inequality.

TEXT BOOKS:

1. Sankar Rao, C.N.: Sociology, Sultan Chand and Sons, 2007
2. H.K.Rawat: Sociology a basic concepts, Rawat publications, New Delhi, 2001
3. M.L. Andersson & H.F. Taylor: Sociology: Understanding a diverse society, Wadsworth, USA, 2008, 4th edition

REFERENCES:

1. Bhusan, Vidya: Sociology, Kitab Mahal, New Delhi, 2005
2. J.Stockard: Sociology: Discovering society, Wadsworth, USA, 1996, 1st edition
3. Johnson, Harry M: Sociology, Allied Publications Pvt., Ltd. New Delhi, 2003
4. James M. Henslin: Essential of Sociology, 4th edition
5. Joan Ferrante: Sociology, United states in a global community.

OBJECTIVES:

- To familiarize tertiary level grammatical usage in language
- To apply LSRW skills in a professional context
- To acquaint students with evolving trends in professional communication.

UNIT I FUNDAMENTALS OF BUSINESS COMMUNICATION 9

Formal and Informal Communication Listening to Conversations, Interviews, Introducing a Product or Service. Small Talk. SWOT Analysis - Telling a story effectively, Reading Reports, Comprehending passages in Business and Economy-related Newspapers – Basics of Business Correspondence - Formal Letters, Letters calling Quotations, Follow Up and Complaints Letters.

UNIT II PRESENTATION AND GROUP DISCUSSION SKILLS 9

LISTENING –SPEAKING: Seminars, Conferences, Preparing Powerpoints - READING – Profiles of Companies, Interpreting Data, Case Studies WRITING –Reports – Survey, Feasibility

UNIT III DOCUMENTING SKILLS 9

Press Meets SPEAKING: Group Discussion, Dynamics of a Group Culture, - READING –Critical Thinking, Problem Definition and Solving WRITING – Company Profiles, Minutes of Meetings, Case Studies Job Application, Email, Cover letter Formats

UNIT IV NON-VERBAL COMMUNICATION 9

Grooming, Body Language, Tone and Pitch, Intercultural and Cross-Cultural Communication SPEAKING: Presentations - READING – Meeting and their procedures WRITING – Project Proposals, Mini Projects, Seeking Funding , Drafting Tenders, Circulars

UNIT V TELEPHONE AND EMAIL ETIQUETTE 9

Listening to and executing formal telephone conversations, conversational tactics, seeking information LISTENING – Sales Meeting, Panel Discussion, Accents SPEAKING: Negotiation Skills, Life Skills, Elevator Pitch, Leadership Behavior - READING –WRITING – Requisition Letters – for Reference and Recommendation, Statements of Purposes, Persuasive language Emails, Portfolios.

TOTAL: 45 PERIODS**OUTCOME :**

This is an intermediate level course facilitating the application of the language skills acquired during the first semester. The learner focuses on using the LSRW skills in a business context for effective participation and communication.

TEXT BOOK :

1. Business Advantage, Almut Koester, Angela Pitt, Michael Hanford and Martin Lisboa, Student's Book, Intermediate, Cambridge University Press, 2012.

REFERENCES:

1. Business Communication. Harvard Business Essentials Series, HBS
2. Excellence in Business communications, John V. Thill and Courtland L. Bovee, Pearson, 2015.
3. Business Communication, Menakshi Raman, Prakash Singh, Oxford University Press

WEBSITES :

www.businesscommunicationskills.com

www.mindtools.com

www.businessstrainingworks.com; www.businesscommunication.org

OBJECTIVES:

The course is aimed at imparting a basic level of computer knowledge and the application of computer skills for analysing the data, creating the presentations and preparing the reports.

UNIT I INTRODUCTION TO COMPUTERS 9

COMPUTER AND ITS APPLICATIONS: Computers in our world, Computers for individual users, Computers for organizations, Computers in society, Why are computers so important. Components of a computer system – Hardware and Software - CPU, Memory, Input and output devices, Storage devices, System software, Application software.

INPUT AND OUTPUT DEVICES: Input Devices - The keyboard and Mouse. Inputting data in other ways: Devices for hand, Optical input devices, Audio-visual input devices. Output Devices - Monitors, Data projectors, Sound Systems, Printers, and Plotters.

UNIT II DATA PROCESSING AND DATA STORAGE 9

TRANSFORMING DATA INTO INFORMATION: The difference between data and information, How computers represent data, How computers process data - CPU , Machine cycles, Memory, Factors effecting processing speed, The computer's internal clock, The Bus, Cache memory.

TYPES OF STORAGE DEVICES: Primary and Secondary Storage devices, How data is stored on a disk, How data is organized on disks, How the operating system finds data on a disk, Removable storages, Smart cards.

UNIT III OPERATING SYSTEM 9

OPERATING SYSTEMS BASICS: OVERVIEW: The purpose of operating systems, Types of operating systems, Providing a user interface, Running programs, Managing hardware, Enhancing an OS utility software, Proprietary and Open source operating systems.

BASICS OF POPULAR GUI BASED OPERATION SYSTEM: User interface, Task Bar, Icons, Menus, Running an Application. Operating System Simple Setting – changing system Date and Time, Changing Display Properties, Changing Mouse Properties, Adding and removing printers. File and Directory Management – Creating and renaming of files and directories. Common Utilities

UNIT IV THE INTERNET AND ITS SERVICES 9

INTRODUCTION TO INTERNET AND WORLD WIDE WEB (WWW): Basics of Computer Networks, common types of networks – Local Area Network (LAN), Wide Area Network (WAN) and Internet. The Internet's history, the Internet's major services, Understanding the world wide web, Using your browser and the world wide web, navigating the web, closing your browser, getting help with your browser, searching the web, search results and web sites.

E-MAIL AND OTHER INTERNET SERVICES: Overview: communicating through the Internet, Using Email, Using an E-mail program, Stomping out spam, using web-based e-mail services, more Features of the Internet.

UNIT V 9

INTRODUCTION TO WORD PROCESSORS: Managing document – Creating a new document, Opening pre-existing document, create/edit/insert/copy/paste text in the document, Formatting Text and Documents, Headers and Footers, Tables and Graphics - Creating a table using the table menu, Entering and editing text in a table, adding/inserting/deleting rows and columns, changing row heights and column width. Inserting picture in the document and formatting the picture in the document.

INTRODUCTION TO SPREADSHEETS: Working with spreadsheets – Creating the new spreadsheet, modifying the pre-existing spreadsheet. Entering data in cell and creating data series. Formatting Cell & Rearranging worksheets- Moving cells, copying cells, sorting cell data, inserting rows, inserting columns, inserting cells. Functions & Formulas – application of popular functions like sum, average and count. Saving and Printing Spreadsheet.

INTRODUCTION TO PRESENTATIONS: Creating Presentations - Using auto content wizard, Using blank presentation option, Using design template option, Adding slides, Deleting a slide, Importing Images from the outside world, drawing in presentation, Transition and build effects, deleting a slide, numbering a slide, saving presentation, closing presentation, printing presentation

TOTAL: 45 PERIODS

OUTCOMES:

Upon completion of this course, students will

- Be able to identify computer hardware and peripheral devices
- Be familiar with software applications
- Understand file management
- Accomplish creating basic documents, worksheets and presentations
- Explore the Web and how to conduct research
- Experience working with email and recognize email netiquette

TEXT BOOKS:

1. Peter Norton, Introduction to computers, 6th edition : Tata McGraw Hill , 2007.
2. Ran Mansfield, working in Microsoft Office : Tata McGraw Hill , 2008.

REFERENCES:

1. Reema Thareja ,Fundamentals of Computers, First Edition: Oxford University Press, 2014.
2. Rajaraman V and Adabala N, Fundamentals of Computers,6th Edition :PHI, 2014.
3. Faithe Wempen, Computing Fundamentals: Introduction to Computers : Wiley, 2014.

MI7211

COMPUTER SKILLS - I

L T P C
0 0 4 2

OBJECTIVES:

The course is designed to aim at imparting a basic computer skills for Word Processing, Presentations and Spreadsheets

EXPERIMENTS:

PRACTICALS ON SPREADSHEET

Exercise 1: Getting Started

- creating new worksheet
- selecting cells, navigating with mouse and keyboard
- entering, editing text and checking spelling
- saving the worksheet
- open the existing worksheet
- moving cells, copying cells, sorting cell data, referencing cells
- inserting columns, inserting rows and inserting cells
- filtering cell data
- deleting parts of a worksheet

Exercise 2: Spreadsheet Formatting

- page setup
- changing column widths and row
- auto format, manual formatting
- conditional formatting
- usage of format painter
- changing font sizes and attributes
- adjusting alignments, centering text across columns
- changing colors and shading
- inserting and removing page breaks
- hiding rows and columns
- protecting and un protecting documents and cells

Exercise 3: Functions

- parts of a function
- basic functions – sum, average, percentage
- Rank & Percentile
- Group & Ungroup
- Subtotal
- Random Number Generation
- entering and editing functions
- order of evaluation in functions
- error messages from functions

Exercise 4: Charts & Graphics

- creating charts using chart wizard
- creating charts on separate worksheets
- resizing and moving charts, editing chart
- controlling which series on which axis
- creating trend lines
- creating and placing graphic objects
- resizing graphics

Exercise 5: Pivot Table & Pivot Charts

- creating pivot table
- editing the different parts of pivot table
- creating pivot chart
- creating and placing pivot chart

Exercise 6: Creating Daily and Monthly Sales Reports

Exercise 7: Creating Cash Flow Statement

Exercise 8: Creating Balance Sheet

Practicals on Word Processors

Exercise 1: Getting Started

- creating new document
- typing text, selecting text, deleting text and checking spelling
- inserting text, replacing text, formatting text
- open the existing document
- cut, copy, paste
- saving and printing document

Exercise 2: Formatting Text and Documents

- Auto format

- line and paragraph spacing
- Margins, Borders and Shading
- definition of headers and footers
- creating basic headers and footers
- creating different headers and footers for odd and even pages
- Creating hyperlinks

Exercise 3: Tables & Graphics

- creating a simple table
- creating a table using the table menu
- entering and editing text in a table
- selecting in table
- adding rows, changing row heights and deleting rows
- inserting columns, changing column width and deleting columns
- importing graphics and
- inserting picture

Exercise 4: Creating Resume

Exercise 5: Creating Blog

Exercise 6: Creating Business Letters

Exercise 7: Creating Product Brochure

Exercise 8: Creating Project Report

Practicals on Presentations:

Exercise 1: Getting Started

- Creating Presentations : Using blank presentation option
- Creating Presentations :Using template option
- Adding Slides, Deleting a slide, Numbering a Slide
- Saving and Printing Presentation

Exercise 2: Graphics & Visual Effects

- Importing the images into presentation
- Building Transition Effects

Exercise 3: Creating Company Profile Presentation

Exercise 4: Creating Product Presentation

Exercise 5: Creating Project Presentation

Practicals on Internet and Services

Exercise 1: WWW and Web Browser

- Connecting to World Wide Web (WWW)
- Popular Web Browsers – Google Chrome, Internet Explorer, Mozilla Firefox
- Popular Search Engines (google/bing)/ Search for content
- Accessing Web Browser
- Using Favorites Folder
- Downloading Web Pages

- Printing Web Pages
- Understanding URL
- Surfing the web

Exercise 2: Email

- Basics of E-mail
- What is an Electronic Mail
- Email Addressing
- Using E-mails
- Opening Email account
- Mailbox: Inbox and Outbox
- Creating and Sending a new E-mail
- Replying to an E-mail message
- Forwarding an E-mail message
- Sorting and Searching emails

TOTAL: 60 PERIODS

OUTCOMES:

Upon completion of this course, students will

- Gain familiarity to word processor, presentation and spreadsheet
- Experience working with email and recognize email netiquette

TEXT BOOKS:

1. Taxali R.K., PC Software for Windows made simple
2. Microsoft Excel 2016 Step by Step, Frye Curtis, PHI, 2016
3. MS Office 2013, Vishnu P. Singh, Computech Publications, 2012

http://www.openoffice.org/documentation/conceptualguide/conceptual_guide_OOo_3_ebook.pdf

MI7301

MANAGERIAL ECONOMICS - I

**L T P C
3 0 0 3**

OBJECTIVES :

- To expose the basic principles of microeconomic theory.
- To illustrate how microeconomic concepts can be applied to analyze real-life situations.

UNIT I INTRODUCTION

9

Meaning, Nature ,Scope and Limitations of Business Economics – Micro& Macro. – Productive efficiency Vs economic efficiency – economic growth & stability.

UNIT II DEMAND AND SUPPLY

9

Concept of Demand- Elasticity of Demand -their types and determinants-Concepts of Supply – Elasticity of Supply their types and determinants.

UNIT III PRODUCTION

9

Introduction to production process, short run production function: law of variable Proportions, long run production.

UNIT IV COST AND REVENUE

9

Cost Analysis : Fixed, Variable and Total Cost ,Curves, Average and Marginal Costs, Long Run Cost Analysis : Economies and Diseconomies of Scale and Long Run Average and Marginal Cost Curves.

Revenue Concepts – Total Revenue, Marginal Revenue, Average Revenue and their relationship.

UNIT V MARKET STRUCTURE**9**

Price and output decisions under different market structures: Price and output decisions under perfect competition, monopoly and monopolistic competition - pricing under oligopoly -kinked demand curve, Factor Market.

TOTAL: 45 PERIODS**OUTCOME :**

- Students are expected to become familiar with principles of micro economics.

TEXT BOOKS :

1. Principles of Economics - H.L. Ahuja, Sultan Chand, Nov. 2007.
2. Yogesh Maheswari, Managerial Economics, 3rd Edition, Phi Learning, New Delhi, 2012, Gupta G.S.

REFERENCES :

1. Richard Lipsey and Alec Charystal, Economics, 12th edition, Oxford, University Press, New Delhi, 2011.
2. Karl E. Case and Ray C. fair, Principles of Economics, 8th edition, Pearson, Education Asia, New Delhi, 2002.
3. Diwedi. D.N. Managerial Economics, 7th Edition, Vikas Publishing House Pvt. Ltd., 2009

MI7302**MANAGEMENT INFORMATION SYSTEM****L T P C
3 0 0 3****OBJECTIVES:**

- To understand the fundamental concepts of system, information.
- To study the importance of decision making
- To impart the knowledge of development of MIS
- To know the security issues of MIS

UNIT I CONCEPTUAL FOUNDATIONS:**9**

Introduction to Systems and Basic Systems Concepts, Elements of System, Characteristics of System, Types of Systems, System Approach to Problem Solving.
Information Systems: Definition & Characteristics, Types of Information, Role of Information in Decision Making.

UNIT II MANAGEMENT DECISION MAKING:**9**

Simon's Model of Decision Making. Concepts of Management Organization and Hierarchy of Management Activity, Structured Vs Unstructured Decisions, Formal Vs. Informal Systems, Levels of Management.
Introduction to different kinds of Information Systems and Concept, Characteristics and Components: ESS, EIS, DSS, MIS, KWS, TPS, OAS and EDP- GDSS

UNIT III AN OVERVIEW OF MANAGEMENT INFORMATION SYSTEM:**9**

Definition & Characteristics, History of MIS Components of MIS, Frame Work for Understanding MIS, Types of Computers Used by Organizations in Setting up MIS, Hardware support for MIS ,The Structure of Management Information System.

UNIT IV DEVELOPING INFORMATION SYSTEMS:**9**

Analysis & Design of Information Systems: Implementation & Evaluation. Pitfalls in MIS Development. Functional MIS: A Study of Marketing, Personnel, Financial and Production MIS.

UNIT V SECURITY AND ETHICAL ISSUES:**9**

Introduction, Control Issues in Management Information Systems, Security Hazards, Ethical Issues, Technical solutions for Privacy Protection

TOTAL: 45 PERIODS**OUTCOME :**

- Students are expected to gain knowledge of fundamentals of system and information.

TEXT BOOKS :

1. Management Information system, Bidgoli, Chattopadhyay, Cengage learning original edition 2012 reprint 2016.
2. "Management Information Systems", Davis, Gordon B. & Olson, M.H, Second Edition, 2008

REFERENCES :

1. Management Information Systems: Managing the Digital Firm (14th Edition) by Kenneth C. Laudon and Jane P. Laudon 2015
2. Management Information Systems, Goyal, D.P., Fourth Edition, Macmillan. 2014
3. "Management Information Systems", Kanter, J., Third Edition, PHI.
4. "Information Systems for Modern Management", Murdick, Robert G., & Ross, Joel E., & Claggett, James R., Third Edition, PHI. 1985
5. "Analysis, Design & Implementation of Information System", Lucas, Fourth Edition, 1992.

MI7303**COST ACCOUNTING****L T P C
3 0 0 3****OBJECTIVE :**

- To provide the students, knowledge of the nuances involved in costing techniques followed in the corporate world.

UNIT I: INTRODUCTION**9**

Nature, Scope and Importance of Cost Accounting – Relationship between Cost, Financial and Management Accounting – Installation of Cost Accounting System – Cost and Profit Centers – Classification of Costs - Cost Sheets, Tenders and Quotations.

UNIT II: MATERIAL COST**9**

Material Cost - Material Control – Purchase Control – Inventory Control, meaning and Techniques – Different methods of Pricing Material Issues.

UNIT III: LABOUR COST**9**

Labour Cost – Computation and treatment of Labour cost - Methods of Remuneration – Time and Piece Rate System – Labour Turnover and its measurement.

UNIT IV : OVER HEADS**9**

Overheads – Classification, Allocation, Apportionment – Primary and Secondary – Methods of Absorption of Overhead – Under and Over Absorption – Machine Hour Rate.

UNIT V: PROCESS COSTING**9**

Process Costing – Normal and Abnormal Loss (Equivalent Production and Inter Process Profit excluded) – Job Costing – Contract Costing.

TOTAL: 45 PERIODS**OUTCOME :**

- Students are expected to possess good knowledge of the basic nuances involved in Cost Accounting.

TEXT BOOKS :

1. Cost Accounting, S.P.Jain and K.L.Narang, Kalyani Publications, 2014.
2. Cost Accounting, M.Y.Khan, P.K.Jain, JBA Publishers, 2015.
3. Cost and Management Accounting, Drury C., Cengage Learning India, 2013.

REFERENCES :

1. Cost Accounting, David Russel, G.J.Wilkinson-Riddle, Ashok Patel, Pearson India, 2013.
2. Cost Accounting, T.S.Reddy. Y.Hari Prasad Reddy, Margham Publications, 2015.
3. Cost Accounting, M.C.Shukla, T.S.Grewal, M.P.Gupta, S.Chand, 2014.

MI7304**MARKETING MANAGEMENT - I****L T P C
3 0 0 3****OBJECTIVE:**

- The objective of this course is to provide basic knowledge of concepts, principles, tools and techniques of marketing.
- To provide an exposure to the students pertaining to the nature and Scope of marketing, which they are expected to possess when they enter the industry as practitioners.
- To give them an understanding of the basic philosophies and tools of marketing management.

UNIT - I INTRODUCTION TO MARKETING MANAGEMENT: 9

Introduction - Market and Marketing - the Exchange Process- Core Concepts of Marketing - Functions of Marketing - Importance of Marketing - Marketing Orientations -Marketing Mix-The Traditional 4Ps - The Modern Components of the Mix - The Additional 3Ps - Developing an Effective Marketing Mix.

UNIT - II MARKETING ENVIRONMENT: 9

Introduction - Environmental Scanning - Analysing the Organization's Micro Environment - Company's Macro Environment, Differences between Micro and Macro Environment - Techniques of Environment Scanning - Marketing organization - Marketing Research and the Marketing Information System, Types and Components.

UNIT - III CONSUMER AND BUSINESS BUYER BEHAVIOUR: 9

Introduction - Characteristics - Types of Buying Decision Behaviour - Consumer Buying Decision Process - - Buying Motives - Buyer Behaviour Models - Characteristics of Business Markets - Differences between Consumer and Business Buyer Behaviour - Buying Situations in Industrial/Business Market - Buying Roles in Industrial Marketing - Factors that Influence Business Buyers - Steps in Business Buying Process

UNIT - IV SEGMENTATION, TARGETING AND POSITIONING: 9

Introduction - Concept of Market Segmentation - Benefits of Market Segmentation - Requisites of Effective Market Segmentation - The Process of Market Segmentation - Bases for Segmenting Consumer Markets - Targeting (T) - Market Positioning (P)

UNIT - V INTERNATIONAL MARKETING MANAGEMENT: 9

Introduction - Nature of International Marketing - International Marketing Concept - International Market Entry Strategies - Approaches to International Marketing - International Product Policy

TOTAL: 45 PERIODS**OUTCOMES :**

- Knowledge of basic understanding in solving marketing related problems.
- Awareness of marketing management process, and the marketing mix elements.

TEXT BOOKS :

1. Marketing Management , Sherlekar S.A, Himalaya Publishing House,2016.
2. Marketing Management , Philip Kortler and Kevin Lane Keller, PHI 15th Edition, 2015

REFERENCES:

1. Marketing Management Global Perspective, Indian Context, V.S.Ramaswamy & S.Namakumari, Macmillan Publishers India,5th edition, 2015
2. Marketing Management, S.H.H. Kazmi, 2013, Excel Books India.
3. Marketing Management- text and Cases, Dr. C.B.Gupta & Dr. N.Rajan Nair, 17th edition, 2016.

MI7305**BUSINESS LAW – I****L T P C
3 0 0 3****OBJECTIVE:**

To understand the basic legal terms and concepts used in law pertaining to business

UNIT I: THE INDIAN CONTRACT ACT 1872 9

Definition of contract, essential elements, types and characteristics 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 : SALE OF GOODS ACT, 1930 9

Definition of Sales, essentials for contract of sale, Documents of title, risk of loss, Guarantees and Warranties, performance of sale of contracts, conditional sales and rights of an unpaid seller

UNIT III: NEGOTIABLE INSTRUMENTS ACT, 1881 9

Negotiable Instruments Act 1881: Definitions, Nature and requisites of negotiable instruments. Types of negotiable instruments, liability of parties, holder in due course, special rules for Cheque and drafts, discharge of negotiable instruments.

UNIT IV: COMPANY LAW 9

Definitions - Nature of a company, characteristics of a company, Types of companies, Formation of Company – Memorandum and articles of association, Prospectus, Power, duties and liabilities of Directors, winding up of companies, Corporate Governance

UNIT V: THE COMPETITION ACT, 2002 9

Objectives of Competition Act, the features of Competition Act, components of Competition Act, Competition Commission of India, Appellate Tribunal, offences and penalties under the Act.

TOTAL: 45 PERIODS**OUTCOME:**

- Students are expected to become familiar with legal concepts pertaining to Business.

TEXT BOOKS:

1. Maheshwari, S.N. and S.K. Maheshwari; *A Manual of Business Law*, 6th Edition, Himalaya Publishing House, 2015.
2. Kuchhal M.C., *Modern Indian Company Law*, 20th edition 2015, Shree Mahavir Book Depot.
3. Kapoor, N. D.; *Elements of Mercantile Law*, 30th edition, Sultan Chand & Sons, New Delhi, 2015

REFERENCES :

1. Gulshan S.S. and Kapoor G.K., "Business Law including Company Law", 2013, New Age International Private Limited Publishers.
2. Dr. & Agnihotri, Dr. Dagar, "Business Law, 2nd edition, 2014", Galgotia Publishing Company.
3. Chawla, Garg, and Sareen : Mercantile Law 7th Ed. Kalyani
4. Dr. Singh, Avtar; Company Law, Eastern Book Co. Lucknow, Bharat Law House, Delhi, 2016

MI7306

BUSINESS STATISTICS - II

L T P C
3 0 0 3

OBJECTIVES :

This course introduces some of the ideas of statistics, emphasising the applications of these methods in the business scenario. It provides a basic knowledge of how to do estimation of population, test hypothesis and summarise results. It provides knowledge about the various parametric and non parametric tests.

UNIT I SAMPLING DISTRIBUTION AND ESTIMATION 9

Sampling- sampling methods - sampling distribution - sampling and non sampling errors - mean and standard deviation of sampling distribution- Estimation- Introduction- Estimators and properties - Point and Interval estimate - introduction to t-distribution- interval estimation of population mean: large and small samples- Interval estimation of population mean - finite and infinite population- Interval estimation for population proportion- large and small samples.

UNIT II HYPOTHESIS TESTS I 9

Introduction to hypotheses and testing hypotheses - significance level- one tail and two tail tests - region of rejection - hypothesis test about mean: large and small samples - hypothesis test about mean: known and unknown population standard deviation - probability value method (p value)- power of test- Hypothesis test about mean : finite and infinite population - Hypothesis test about proportions; large and small samples.

UNIT III HYPOTHESIS TESTS II 9

hypothesis tests about difference between two sample means : large and small case- hypothesis tests about difference between two sample means for paired samples - hypothesis tests about difference between two sample proportions -large and small case- F-test for two sample standard deviations. ANOVA one and two way.

UNIT IV PARAMETIRC TESTS 9

Chi-square test for single sample standard deviation. Chi-square tests for independence of attributes and goodness of fit. Sign test for paired data- Rank sum test- Kolmogorov-Smirnov : test for goodness of fit, comparing two populations- Mann – Whitney U test and Kruskal Wallis test- One sample run test.

UNIT V CORRELATION AND REGRESSION 9

Correlation – Coefficient of Determination – Rank Correlation – Regression – Estimation of Regression line – Method of Least Squares – Standard Error of estimate.

TOTAL: 45 PERIODS

OUTCOMES :

After successfully completing this course students understand

- How to do estimation
- The type of formulate a hypotheses, test them and draw conclusions.
- When and how to use parametric and non parametric tests

TEXT BOOKS :

1. Statistics for Management, Richard I. Levin, David S. Rubin, Sanjay Rastogi Masood Husain Siddiqui, Pearson Education, 7th Edition, 2016.
2. Introductory Statistics Prem.S.Mann, , 7th Edition, Wiley India, 2016.

REFERENCES :

1. Complete Business Statistics, Aczel A.D. and Sounderpandian J 6th edition, Tata McGraw Hill Publishing Company Ltd., New Delhi, 2012.
2. Business Statistics using Excel - Glyn Davis and Branko Pecar, Oxford University Press.

MI7311**COMPUTER SKILLS-II****L T P C**
0 0 4 2**OBJECTIVES:**

The course is designed to aim at imparting computer skills for data analysis, word processing and presentations.

EXPERIMENTS:**Practicals on Spreadsheet**

Exercise 1: Look up and Reference

- VLOOKUP
- HLOOKUP
- INDEX
- MATCH
- OFFSET
- TRANSPOSE

Exercise 2: Conditional statements

- If-else statement
- AND
- OR
- NOT
- TRUE
- Nested If-else

Exercise 3: Conditional formatting

- Conditional formatting with multiple cell rules
- Color scales and icon sets in conditional formatting
- New rules and managing existing rules

Practicals on Word Processors

Exercise 1: Tools for editing a document

- Auto-text
- Autocorrect
- Spelling & Grammar tool
- Document Dictionary
- Page formatting
- Bookmark

- Exercise 2: Mail Merge
- Exercise 3: Macros
- Exercise 4: Styles
- Exercise 5: Linking and embedding objects
- Exercise 6: Templates

Practicals on Presentations

- Exercise 1: Create a presentation with animation effects
- Exercise 2: Create a looping introduction
- Exercise 3: Loop a motion path animation
- Exercise 4: Master slide
- Exercise 5: Sound effects
- Exercise 6: Videos
- Exercise 7: Macros

OUTCOMES :

Upon completion of this course, students will

- Gain familiarity with advanced features in word processor, presentation and spreadsheet.
- Experience working with macros.
- Experience working with animations.

REFERENCES:

1. Taxali R.K., PC Software for Windows made simple, 2nd edition, McGraw Hill Education, 2001
2. Microsoft Excel 2016 Step by Step, Frye Curtis, PHI, 2016.
3. MS Office 2013, Vishnu P. Singh, Computech Publications, 2012.

MI7401

MANAGERIAL ECONOMICS - II

L T P C
3 0 0 3

OBJECTIVE :

- To introduce the students to the basic concepts of macroeconomics.

UNIT I NATIONAL INCOME

9

Introduction to National Income –Circular flow of income, concept of National Income, Measurement and determination of National Income.

UNIT II INFLATION

9

Inflation: meaning, types of inflation, Demand and cost push, Stagflation, Effects of inflation in economy and Philip's Curve. Unemployment, Okun's Law, Business cycle.

UNIT III THEORY OF INVESTMENT

9

Meaning of investment, Types of investment, Determinants of investment. Multiplier: investment multiplier; static and dynamic, tax multiplier, foreign trade multiplier, balanced budget multiplier, leakages from multiplier, importance and limitations.

UNIT IV MONEY

9

Definition of money, Functions of money, Concepts of money supply and money Demand. Money market equilibrium, monetary policy.

UNIT V INTERNATIONAL TRADE

9

International Trade -Importance, Advantages and Disadvantages – Trade Balance. Fiscal Policy.

TOTAL: 45 PERIODS

OUTCOME :

Students are expected to become familiar with principles of macro economics.

TEXT BOOKS :

1. Yogesh Maheswari, Managerial Economics, 3rd Edition, Phi Learning, New Delhi, 2012, Gupta G.S.
2. Paul A. Samuelson William D. Nordhau, Sudip Chaudhuri and Anindya Sen. Economics, 19th edition, Tata McGraw Hill, New Delhi, 2010.

REFERENCES :

1. Richard Lipsey and Alec Charystal, Economics, 12th edition, Oxford, University Press, New Delhi, 2011.
2. Karl E. Case and Ray C. fair, Principles of Economics, 8th edition, Pearson, Education Asia, New Delhi, 2002.
3. Diwedi. D.N. Managerial Economics, 7th Edition, Vikas Publishing House Pvt. Ltd., 2009.
4. L. Peterson and Jain, Managerial Economics, 4th edition, Pearson Education.

MI7402**DATA MANAGEMENT****L T P C
3 0 0 3****OBJECTIVES:**

- To understand the fundamentals of database systems
- To learn widely used Relational Database Management Systems (RDBMS) and its related concepts
- To understand emerging database technologies like NoSQL

UNIT I DATABASE MANAGEMENT SYSTEMS: 9

Data, Database, Database Management Systems, Types of Database Management Systems – Relational, Hierarchical, Network, and Object oriented database management systems, Entity Relationship Model (E-R Model)

UNIT II RELATIONAL DATABASE MANAGEMENT SYSTEMS (RDBMS): 9

Relational Model -Relations, Tuples, domains and type of keys, Boyce–Codd Normal Form, normalization of databases– The first and second normal form of databases.

UNIT III INTRODUCTION TO SQL: 9

Data Definition Language (DDL), Data Manipulation Language (DML), Data Control Language, Cartesian Product and Joins, Use of Union, Intersection, Minus, SQL operators and functions, SQL select statement and type of queries, In, Exists, Group by Having and Like clause in SQL

UNIT IV XML: 9

Structure of XML Data, XML Document Schema, Querying and Transformation, Storage of XML Data, XML Data and World Wide Web

UNIT V EMERGING DATABASE TECHNOLOGIES - NOSQL: 9

Why NoSQL? Overview of NoSQL, Brief Introduction to various NoSQL Data Models– Key-Value, Document, Column-Family Stores and Graph and Limitations of NoSQL

TOTAL: 45 PERIODS**OUTCOMES:**

At the end of this course, student should be able to:

- Develop entity-relationship diagrams and relational schemas for a database using a given set of business rules
- Write SQL statements for a variety of data definition and data manipulation scenarios
- Define and manipulate XML Data
- Handle unstructured data using NoSQL.

TEXT BOOKS :

1. Abraham Silberschatz, Henry F. Korth and S. Sudarshan, Database System Concepts, Sixth Edition, Tata McGraw-Hill, 2013
2. Ramez Elmasri and Shamkant B. Navathe; Fundamentals of Database Systems, Pearson, Seventh Edition, Global Edition, 2010

REFERENCES:

1. C.J.Date, "An Introduction to Database Systems", Eighth Edition, Pearson Education, 2004.
2. Pramod J. Sadalage and Martin Fowler, NoSQL Distilled: A Brief Guide to the Emerging World of Polyglot Persistence 1st Edition, Addison-Wesley Professional, 2012.
3. Guy Harrison, Next Generation Databases: NoSQL, NewSQL, and Big Data, Apress, 2015.

MI7403**CORPORATE ACCOUNTING****L T P C
3 0 0 3****OBJECTIVE:**

- Understand the nuances involved in accounting procedures and standards followed in Corporate Houses.

UNIT I: SHARES**9**

Shares – Definition – Types of shares – Accounting treatment for various modes of issue of Shares – Full consideration, installment, Bonus shares, Rights issue, Employee Stock Option, Sweat Equity, Private Placement, Buy Back of Shares – Forfeiture and Re-issue of Shares.

UNIT II: DEBENTURES**9**

Definition – Classification - Accounting treatment for issue of Debentures – for cash and non-cash consideration - Accounting treatment for Redemption of Debentures – in lump sum, in instalments, by conversion, Insurance Policy and Sinking Fund methods.

UNIT III: PREFERENCE SHARES**9**

Redemption of Preference Shares – Meaning and relevant provisions of Companies Act – Accounting treatment for redemption of Preference Shares – out of profit, fresh issue of shares, by conversion – Minimum fresh issue of shares – Profit Prior to Incorporation – Meaning – Method and procedure for ascertaining and accounting treatment of Profit or Loss Prior to Incorporation.

UNIT IV: UNDERWRITING**9**

Underwriting of Shares and Debentures – Meaning, need and importance – Types of underwriting – Factors affecting valuation of Goodwill and Shares – Methods of valuing Goodwill – Average Profit, Super Profit, Capitalisation methods – Methods of valuation of shares – Net Asset, Yield and Fair Value methods.

UNIT V: FINAL ACCOUNTS**9**

Form of Statement of Profit and Loss and Account and Balance Sheet - Preparation of Company Final Accounts with adjustments - Basics (theory only) of Human Resource Accounting, Inflation Accounting, Accounting Standards, Social Responsibility Accounting.

TOTAL: 45 PERIODS**OUTCOME:**

Good grasp of accounting procedures followed in corporate world.

TEXT BOOKS:

1. Corporate Accounting, S.N.Maheswari and S.K.Maheswari, Vikas Publishing, 2015.
2. Corporate Accounting, V.K.Goyal, Printice Hall India Learning Pvt. Ltd. 2012.
3. Corporate Accounting, T.S.Reddy, A.Murthy, Margham Publications, 2013.
4. Advanced Accounting : Theory & Practice, R.Jayaprakash Reddy, APH Publishing Ltd.

REFERENCES:

1. Corporate Accounting ,V.Rajasekaran, R.Lalitha, Pearson India, 2013.
2. Corporate Accounting,Naseem Ahmed, Atlantic Publishers, 2014.
3. Corporate Accounting, S.P.Jain, K.L.Narang, Kalyani Publishers, 2015.

MI7404**QUALITY MANAGEMENT****L T P C
3 0 0 3****OBJECTIVE:**

- To learn the various principles and practices of Quality Management

UNIT I INTRODUCTION**9**

Introduction - Need for quality - Evolution of quality - Definition of quality. Concept of Quality – different perspectives. Introduction to total Quality – Concept of total Quality – Design, inputs, process and output - Attitude and involvement of top management. Customer Focus – customer perception - customer retention. Dimensions of product and service quality. Cost of quality.

UNIT II QUALITY GURUS**9**

Contributions of Crosby, Deming, Masaaki Imai, Feigenbaum, Ishikawa,, Juran, Oakland, Shigeo Shingo, and Taguchi.

UNIT III QUALITY PRINCIPLES**9**

Leadership – Strategic quality planning, - Employee involvement – Motivation, Empowerment, Team and Teamwork, Recognition and Reward, Performance appraisal - Continuous process improvement – PDCA cycle, 5s, Kaizen - Supplier partnership – Partnering, Supplier selection, Supplier Rating.

UNIT IV QUALITY TOOLS**9**

Overview of Quality Tools - The seven traditional tools of quality – New management tools – Six-sigma– Bench marking – FMEA –Quality circles – Quality Function Deployment (QFD) – Taguchi quality loss function – TPM

UNIT V QUALITY MANAGEMENT SYSTEMS**9**

Introduction Quality management systems – IS/ISO 9004:2000 – Quality System – Elements, Documentation guidelines for performance improvements. Quality Audits - QS 9000 – ISO 14000 – Concepts. TQM culture, TQM framework, benefits, awareness and obstacles.

TOTAL: 45 PERIODS**OUTCOME:**

- Understanding of quality philosophies and practices and how to apply them in an organization

TEXT BOOKS :

1. Shridhara Bhat K, Total Quality Management – Text and Cases, Himalaya Publishing House, First Edition 2010
2. Poornima M.Charantimath, Total Quality Management, Pearson Education, Second Edition, 2011.

REFERENCES :

1. Suganthi,L and Anand Samuel, “Total Quality Management”, Prentice Hall (India) Pvt. Ltd. (2006)
2. Indian standard – quality management systems – Guidelines for performance improvement (Fifth Revision), Bureau of Indian standards, New Delhi.

OBJECTIVE:

3 0 0 3

- To create the knowledge of Legal perspective and its practices to improve the business

UNIT I: TAXATION

9

Constitutional frame work of taxation, direct and indirect tax. Elementary knowledge of central sales tax. Value Added Tax – Concepts, Scope, Methods of VAT Calculation, Practical Implications of VAT.

UNIT II: THE CONSUMER PROTECTION ACT, 1986

9

Definition – consumer – complainant – goods – service – complaint – unfair trade practices – restrictive trade practices – rights and remedies for consumers - consumer protection council – consumer disputes redressal agencies.

UNIT III: THE INFORMATION TECHNOLOGY ACT, 2000

9

Definitions, Cyber Laws in India, Rationale and need of information technology act- Objectives of Information Technology ACT- Changes in Information Technology Act. Electronic records and governance. Cyber crimes – offences and penalties under IT Act, 2000.

UNIT IV: DIGITAL SIGNATURE

9

Definitions, Legal recognition of Digital signature, Regulation of certifying authorities, Appointment of certifying authorities to issue digital signature certificates, Procedure, Duties of subscribers, Cyber regulations appellate tribunal, Computer crimes

UNIT V: INTELLECTUAL PROPERTY RIGHTS

9

Meaning of IPR, objectives and types of IPR. Copy rights: Meaning and purpose of copyright, procedure for Registration of Copyrights, Right of owner of copyrights. Patent Act: Meaning and Advantages of patent, Procedure for Registration of patents

TOTAL: 45 PERIODS**OUTCOME:**

- Students are expected to comprehend the applicability of legal principles to situations in Business world.

TEXT BOOKS :

1. Maheshwari, S.N. and S.K. Maheshwari; A Manual of Business Law, 6th Edition, Himalaya Publishing House, 2015.
2. Rama Gopal, C., Business Legislation, New Age International Publisher, New Delhi, 1st edition 2008
3. Kuchhal, M. C.; Business Law, Vikas Publishing House, New Delhi, 6th edition, 2013.
4. Kapoor, N. D.; Elements of Mercantile Law, 30th edition, Sultan Chand & Sons, New Delhi, 2015

REFERENCES :

1. Gulshan S.S. and Kapoor G.K., "Business Law including Company Law", 2013, New Age International Private Limited Publishers.
2. Dr. & Agnihotri, Dr. Dagar, "Business Law, 2nd edition, 2014", Galgotia Publishing Company.
3. Chawla, Garg, and Sareen : Mercantile Law 7th Ed. Kalyani
4. Dr. Singh, Avtar; Company Law, Eastern Book Co. Lucknow, Bharat Law House, Delhi, 2016.

OBJECTIVE :

- To learn the fundamentals of operations research to applied in business decision making.

UNIT I INTRODUCTION TO LINEAR PROGRAMMING (LP) 9

Introduction to applications of operations research in functional areas of management. Linear Programming-formulation, solution by graphical and simplex methods (Primal - Penalty, Two Phase),

UNIT II TRANSPORTATION MODELS 9

Transportation Models (Minimising and Maximising Problems) – Balanced and unbalanced Problems – Initial Basic feasible solution by N-W Corner Rule, Least cost and Vogel's approximation methods. Check for optimality. Solution by MODI / Stepping Stone method. Case of Degeneracy. Transshipment Models.

UNIT III ASSIGNMENT MODELS 9

Assignment Models (Minimising and Maximising Problems) – Balanced and Unbalanced Problems. Solution by Hungarian and Branch and Bound Algorithms. Travelling Salesman problem. Crew Assignment Models.

UNIT IV INVENTORY MODELS 9

Inventory Models – EOQ and EBQ Models (With and without shortages), Quantity Discount Models.

UNIT V GAME THEORY 9

Game Theory-Two person Zero sum games-Saddle point, Dominance Rule, Convex Linear Combination (Averages), methods of matrices, graphical and LP solutions.

TOTAL: 45 PERIODS**OUTCOME :**

- To facilitate modelling a business situation to arrive at quantitative solutions.

TEXTBOOKS :

1. Paneerselvam R., Operations Research, Prentice Hall of India, Fourth Print, 2008.
2. Gupta P.K, Hira D.S, Problem in Operations Research, S.Chand and Co, 2007.

REFERENCES :

1. Hamdy A Taha, Introduction to Operations Research, Prentice Hall India, Seventh Edition, Third Indian Reprint 2004.
2. G. Srinivasan, Operations Research – Principles and Applications, PHI, 2007.
3. Frederick & Mark Hillier, Introduction to Management Science – A Modeling and case studies approach with spreadsheets, Tata Mcgraw Hill, 2005.

OBJECTIVE:

Understand the techniques of using accounting software package for recording accounts.

OUTCOME:

Acquire reasonable hands on knowledge of accounting software.

S.No.	Exp. No.	Details of Experiments	Duration
		Name	
1	1	Company creation and management	4
2	2	Accounting Groups and Ledger creation and management	4
3	3	Cash and Bank transactions	4
4	4	Accounting Voucher creation – Sales, Purchase, Receipt and Payment vouchers	4
5	5	Contra, Journal vouchers, Debit Notes, Credit Notes	4
6	-	Extended experiment - 1	4
7	6	Trial Balance, Final Accounts without adjustments	4
8	7	Final Accounts with adjustments,	4
9	8	Report generation	4
10	-	Extended experiment - 2	4
11	9	Inventory management –Creating Stock Groups, Stock Categories, Godown/Location, Unit of Measure, Stock items, Inventory Masters	4
12	10	Inventory Voucher creation – Purchase Order, Sales Order, Rejections, Stock Journal, Delivery Notes, Receipt Voucher	4
13	11	Preparation of Bank Reconciliation Statement	4
14	12	Export and Import of Data, Data Security, Printing of Reports	4
15	-	Extended experiment - 3	4

TOTAL: 60 PERIODS

REFERENCES:

1. Mastering Tally ERP 9, Ashok K. Nadhani, BPB Publications, 2016.
2. Accounting with Tally 9, Dinesh Maidasani, Laxmi Publications, 2014.
3. Tally ERP 9, Kogent Learning Solutions Inc., Dreamtech Press, 2013.

MI7412

SEMINAR I

L T P C
0 0 2 1

OBJECTIVES :

- To expose the students to the basics of business etiquette

Note: Students Are Expected To Prepare And Present On Topics Suggested Below:

1. Business Communication Etiquette
2. Professional Image
3. Body language and Gestures
4. Impression management
5. Networking
6. Restaurant Etiquette
7. Business travel planning
8. Hosting and attending Events
9. Business meetings
10. Time Management

TOTAL: 30 PERIODS

OUTCOME:

- The students will be equipped to conduct themselves professionally.

MI7501

ORGANIZATIONAL BEHAVIOR

L T P C
3 0 0 3

OBJECTIVE:

- To provide an overview of theories and practices in organizational behavior at individual, group and organizational level.

UNIT I INTRODUCTION

9

Definition, need and importance of organizational behaviour – Nature and scope – Frame work – Organizational behaviour models- Diversity in work place- Organization structure – Formation - Types.

UNIT II INDIVIDUAL PROCESSES I

9

Personality – types – Factors influencing personality– Theories. Emotions - Theories – Emotional Intelligence- Learning – Types of learners – The learning process – Learning theories.

UNIT III INDIVIDUAL PROCESSES II

9

Perceptions – Importance – Factors influencing perception. Attitudes – Characteristics – Components – Formation – Measurement. Motivation – Importance – Types – Theories - Effects on work behavior- Work Stress - Causes-Managing stress.

UNIT IV GROUP PROCESSES

9

Groups in organizations – types- Group dynamics –Team and team building – Developing high performance teams. Communication in teams and organizations – Control. Leader Vs Managers- Power and influence in work place- Organizational Politics.

UNIT V ORGANIZATIONAL PROCESSES

9

Organizational culture and climate – Factors affecting organizational climate – Organizational change – Importance – the change process – Resistance to change – Managing change- Conflict- Conflict resolution. Organizational development – Characteristics – objectives – Organizational effectiveness.

TOTAL : 45 PERIODS

OUTCOMES :

- Students will have a better understanding of human behavior in organization. They will know the framework for managing individual and group performance.

TEXT BOOKS :

1. Stephen P. Robins, Timothy A. Judge, and Neharika Vohra, Organisational Behavior, Pearson Education, 16th edition, 2016.
2. Fred Luthans, Brett C. Luthans and Kyle W.Luthans, Organisational Behavior, McGraw Hill, 13th Edition, 2015

REFERENCES :

1. Steven Mc Shane & Mary Ann Von Glinov, Organisational Behaviour, 7th Edition, Tata Mc Graw Hill, 2015.
2. Ivancevich, Konopaske & Maheson, Organisational Behaviour & Management, 14th edition, Tata McGraw Hill, 2015.
3. Robert Kreitner and Angelo Kinicki, Organisational Behaviour, 10th Edition, Tata McGraw Hill, 2016
4. Udai Pareek, Understanding Organisational Behaviour, 3rd Edition, Oxford Higher Education, 2011.
5. Jerald Greenberg, Behaviour in Organization, PHI Learning. 10th edition. 2015.

MI7502**APPLIED OPERATIONS RESEARCH II****L T P C**
3 0 0 3**OBJECTIVE :**

- To learn the fundamentals of operations research to applied in business decision making.

UNIT I LINEAR PROGRAMMING (LP)II 9

Introduction to principles of Duality, Solution by Dual Simplex method and Revised Simplex method. Sensitivity Analysis.

UNIT II INTEGER PROGRAMMING 9

Integer Programming – Branch and Bound (Graphical method), Gomory' cutting plane methods - pure and mixed IPP

UNIT III DECISION MODELS 9

Decision Theory - Decision making under risk and uncertainty - Decision trees

UNIT IV QUEUING MODELS 9

Queuing Models - Single (M/M/1): (α /FIFO), (M/M/1): (N/FIFO) and multi Channel Models (M/M/C): (α /FIFO), (M/M/C): (N/FIFO)

UNIT V REPLACEMENT MODELS 9

Replacement Models - Replacement of capital items, Individual and group replacement of items.

TOTAL : 45 PERIODS**OUTCOME :**

- To facilitate modeling a business situation to arrive at quantitative solutions.

TEXTBOOKS :

1. G. Srinivasan, Operations Research – Principles and Applications, PHI, 2007.
2. Gupta P.K, Hira D.S, Problem in Operations Research, S.Chand and Co, 2007.

REFERENCES :

1. Paneerselvam R., Operations Research, Prentice Hall of India, Fourth Print, 2008.
2. Hamdy A Taha, Introduction to Operations Research, Prentice Hall India, Seventh Edition, Third Indian Reprint 2004.
3. Frederick & Mark Hillier, Introduction to Management Science – A Modeling and case studies approach with spreadsheets, Tata Mcgraw Hill, 2005.

MI7503

PRINCIPLES OF INSURANCE

L T P C
3 0 0 3

OBJECTIVES :

- The main objective of this is to make the learners understand about the principles of insurance and the essentials of a valid insurance contract. The relationship between insurers and their customers and the importance of insurance contracts are discussed.

UNIT I THE CONCEPT OF INSURANCE AND ITS EVOLUTION AND SCOPE OF INSURANCE 9

The basics and nature of insurance – evolution and nature of insurance - Nature and Scope of Insurance, how insurance operates today –importance of insurance – Common terms used in insurance–Life and nonlife insurance - how insurance takes care of unexpected eventualities.

History of Insurance in India. Introduction to Insurance - What is insurance – how it works – importance of insurance industry – history of insurance.

UNIT II DIFFERENT TYPES OF INSURANCE 9

Health Insurance- Auto Insurance- Group Insurance – Unit linked insurance Accident or Sickness Insurance-Property Insurance-Liability Insurance- Other Types of Insurance.

Insurance Customers: Understanding insurance customers – different customer needs - importance of customers – customer mindsets - customer satisfaction - customer behavior at purchase point - customer behavior when claim occurs - importance of ethical behavior.

UNIT III THE BUSINESS OF INSURANCE 9

Management of risk by individuals – management of risk by insurers – fixing of premiums – reinsurance and its importance for insurers - role of insurance in economic development and social security - contribution of insurance to the society.

Premium Payment, Lapse and Renewal: Premium, Surrender Values, Non- Forfeiture Options, Revival; Assignment Nomination Loans – Surrenders – Foreclosure: Assignment, Nomination, Loan and Surrenders, Foreclosure.

Policy Claims: Maturity Claims Survival Benefits, Death Claims, Claim Concession Presumption of Death, Accident Benefit Options, Settlement Options, Valuation and Surplus, Reinsurance.

UNIT IV THE INSURANCE CONTRACT 9

Terms of an insurance contract - principles which form the foundation of insurance - significance of the principle of insurable interest – the principle of indemnity - the principle of subrogation - the principle of contribution – disclosure of all relevant information - principle of utmost good faith - the relevance of proximate cause - the insurance contract

Reinsurance: What is reinsurance - Need for reinsurance - Functions of reinsurance - Types of reinsurance – Reinsurance

UNIT V DISPUTE RESOLUTION MECHANISM 9

Settlement of Claims, Insurance Laws and Regulations - Insurance Act 1938, Life Insurance Corporation Act 1956, IRDA Act 1999, Ombudsman Scheme Tax Benefits under Life Insurance Policies

TOTAL : 45 PERIODS

OUTCOMES :

Upon completion of the subject, students will be able to:

- Identify what insurance is, why insurance works and how to determine insurance needs.
- Explain insurance operation, including functions of insurance, insurance customers, insurance regulations and the use of insurance as a tool to avoid losses and reduce risk.
- Familiarize themselves with major insurance products, such as life insurance, health insurance, property and liability insurance.

TEXT BOOKS :

1. Mishra M.N. - Insurance Principle & Practice, (Sultan Chand & Company Ltd., NewDelhi) Rev. Edn. 2007
2. [Tripathy N.P](#) - Insurance: Theory and Practice (Prentice Hall India Learning Private Limited (2005)
3. George E. Rejda & Michael McNamara - Principles of Risk Management and Insurance, 12th Edition (Pearson Series in Finance) 2013

REFERENCES :

1. P. Periasami- Principles And Practice Of Insurance (Himalaya Publications, 2012)
2. Jones H & Long D-Principles of insurance: life, health and annuities; LOMA, 1997.
3. S. Arunajatesan and T.R. Vishwanathan: Risk Management and Insurance: Macmillan publications 2009, New Delhi.

MI7504

BANKING THEORY AND PRACTICES

L T P C
3 0 0 3

OBJECTIVES :

The course aims at imparting knowledge about the Banking Operations among the students

- Students will get exposure for banking operations
- Students will be exposed to various dimensions of day to day operations.

UNIT- I : **BANKING AN OVERVIEW**

9

Origin and development of banking in India- Functions of Banks-Credit creation-Techniques of Credit creation and its limitations –Commercial banks – role in the Indian money market -Reserve bank of India- Functions-Monetary policy-Instrument of Credit control operation–relation to cooperative banks and credit institutions.

UNIT- II : **OPERATIONS OF BANK ACCOUNTS**

9

Types of Bank Accounts – fixed deposits – Fixed deposit receipts and its implications, savings deposit accounts – current Accounts – recurring deposit Accounts – new deposit savings schemes introduced by banks – super savings package – cash certificate, annuity deposit – reinvestment plans – perennial premium plan – Non-resident (external) accounts scheme-Demat account.

UNIT- III : **BANKER AND CUSTOMER RELATIONSHIP**

9

Definition of Banker-Customer-General relationship-Bankers lien-Secrecy of customer Account, banker as borrowers-Opening, conducting and closing of accounts of special types of customer-Minor- Lunatic-Drunkard-Married Woman-Trustee-Partnership-Joint stock companies.

UNIT- IV : **METHODS OF PAYMENT AND COLLECTION**

9

Cheque-Requisites of cheque-crossing of cheque- types of crossing-Different kinds of crossing and their significance.-Duties and responsibilities of the paying banker-Endorsement-Kinds of endorsement-Statutory protection to the banker and paying banker-Payment in due course.

Collection of cheque- Duties and responsibilities of collecting banker- precautions, statutory protection to the collecting banker-Pass book- Effect of entries in the pass book. Loans and

advances- Forms of advance, Cash credit-Over draft- Principles of lending-Modes of creating charge, Lien, Pledge, Hypothecation, Mortgage.

UNIT- V : ELECTRONIC BANKING AND ELECTRONIC FUND TRANSFER 9

E-banking-internet banking services-mobile banking-ATM-Creditcards and debit cards- MICR cheques- Features, benefits and challenges. Electronic fund transfer-RBI guidelines-Benefits of electronic clearing systems-Interbank transfer- Real time gross settlement (RTGS)-National Electronic fund transfer (NEFT)-Immediate payment service (IMPS).

TOTAL : 45 PERIODS

OUTCOME :

- Students would have acquired practical applications of banking aspects in real life situations and in Business Operations.

TEXT BOOKS :

1. Banking Theory, Law & Practice – Sundaram and Varshney, Sultan Chand Company, New Delhi.
2. Banking Law, Theory and Practice- S.N. Maheswari, Kalyani Publications, 2009.
3. Banking Law and Practice, (Fourth Revised Edition) K.P. Kandasami,R. Parameswaran,S. Natarajan, Sultan Chand Company, New Delhi, 2013.
4. Banking Theory and Practice, 21/e,K C Shekhar & Lekshmy Shekhar, Vikas Publishing

MI7505

ENVIRONMENTAL SCIENCE AND ENGINEERING

**L T P C
3 0 0 3**

OBJECTIVES :

- To study the nature and facts about environment.
- To study the interrelationship between living organism and environment.
- To appreciate the importance of environment by assessing its impact on the human world; envision the surrounding environment, its functions and its value.
- To study the integrated themes and biodiversity, natural resources, pollution control and waste management.

UNIT I ENVIRONMENT AND ECOSYSTEMS 9

Definition, scope and importance of environment – need for public awareness - concept of an ecosystem – structure and function of an ecosystem – producers, consumers and decomposers – energy flow in the ecosystem – ecological succession – food chains, food webs and ecological pyramids.

UNIT II BIODIVERSITY 9

Introduction to biodiversity definition: genetic, species and ecosystem diversity – biogeographical classification of India – value of biodiversity: consumptive use, productive use, social, ethical, aesthetic and option values –threats to biodiversity: habitat loss, poaching of wildlife, man-wildlife conflicts – endangered and endemic species of India – conservation of biodiversity.

UNIT III ENVIRONMENTAL POLLUTION 9

Definition – causes, effects and control measures of: (a) Air pollution (b) Water pollution (c) Soil pollution (d) Marine pollution (e) Noise pollution (f) Thermal pollution (g) Nuclear hazards – soil waste management: causes, effects and control measures of municipal solid wastes, climate change, acid rain, disaster management: floods, earthquake, cyclone and landslides.

UNIT IV NATURAL RESOURCES**9**

Forest resources, Water resources, Mineral resources, Food resources, Energy resources, Land resources, equitable use of resources, resource conservation, Sustainable development.

UNIT V SOCIAL ISSUES AND THE ENVIRONMENT**9**

Urban problems related to energy –water conservation, rain water harvesting, watershed management– resettlement and rehabilitation of people, Environment protection act – Air(Prevention and Control of Pollution) act – Water (Prevention and control of Pollution) act – Wildlife protection act – Forest conservation act – enforcement machinery involved in environmental legislation- central and state pollution control boards.

TOTAL : 45 PERIODS**OUTCOMES :**

- Will become aware of the ecosystem, the biosystem, the natural resources and the environment.
- Will work towards protecting the environment as well as be aware of the Acts.
- Resource conservation will help individuals to appreciate the utility value of the resources.

TEXT BOOKS :

1. Gilbert M. Masters and Wendell P. Ela 'Introduction to Environmental Engineering and Science', 3rd edition, Pearson Education (2015).
2. Benny Joseph, 'Environmental Science and Engineering', Tata McGraw-Hill, New Delhi, (2008).

REFERENCES :

1. Trivedi.R.K., "Handbook of Environmental Laws, Rules, Guidelines, Compliances and Standards", Vol. I and II, Enviro Media, 3rd edition, BPB publications, 2010.
2. Cunningham, W.P. Cooper, T.H. Gorhani & Hepworth, M.T., 'Environmental Encyclopedia', 2nd edition, Jaico Publ. House, 2001.
3. Dharmendra S. Sengar, 'Environmental law', Prentice hall of India Pvt, New Delhi, 2009.
4. Rajagopalan, R, 'Environmental Studies-From Crisis to Cure', Oxford University Press, 3rd ed (2015)

MI7506**BUSINESS POLICY****L T P C
3 0 0 3****OBJECTIVE :**

- The objective of this course is to help students develop the skills for formulating business policy. It provides an understanding of : i) A firm's operative environment and how to sustain competitive advantage. ii) Role of creativity and Innovation in building Business Culture.

UNIT - I :**9**

Business- Definition- Business as a social System/Economic System: Objective of Business; Business Environment – Socio economic sector. Technology Sector, Government Sector. The industry Environment – Customer Sector/Supplier Sector/Competitor Sector. The International Environment – Opportunities for International activities / Threats from International activities.

UNIT - II :**9**

Society and Business: Business ethics, Social responsibility of Business / Indian Businessmen,- For and against arguments – Business obligations-Corporate Governance-Social Audit- Business Policy in Various Economic Systems: Capitalist Economy: Economic System of Socialism and mixed Economic system.

UNIT - III :**9**

Business Policy and Corporate Strategy: How to make policy corporate strategy: Policies: Strategies and Tactics: Policies and procedures. Policy Formulation and Implementation: Policy

Formulation: Objectives, Direction: Consideration of change: Business Policy concepts. Business Policy – Characteristics- importance. Different Types of policies: Classification, Strategies, programmes, procedures and rules Major and Minor policies: Supporting composite and contingency policies: Parameter of policy: Development of Business Policy: SWOT Analysis: Elements of Business Policy: Implementation of Policy.

UNIT - IV :

9

Major Business Policies: Man Power planning, Product Policies, Marketing Policies, Production and Purchase Policies, Financial Policies, Capital Procurement and distribution. Administration and Control of Policy: Communication System: Policy Implementation, Rules and procedures: Appended implied and imposed policy: Oral and written Policies: control and review

UNIT - V :

9

Role of Creativity and Innovation in Business; Creativity, Innovation, Creating and building Creative and Innovative Business Culture, Business Practices adopted to promote Creativity and Innovation-Importance of creativity and Innovation- Challenges involved in Innovation and Creativity.

TOTAL: 45 PERIODS

OUTCOME :

- Enable to formulate suitable policy in connection with conducting business, social responsibility, corporate governance, use innovative and creativity in the business activities.

REFERENCES :

1. Mamoria and Mamoria – Business planning and Policy, Himalaya Publishing house – Revised Edition 2012
2. Cheryl Van Deusen, Steven Wiamson, Harold C Babson, Business policy and strategy : the art of competition, & 7th edition, Auerbach Publications, 2007. Florida
3. Christensen CR, Business Policy: Text and cases, Illinois, Richdar Irwin 2007.
4. “Strategic Management and Business Policy: Text and Cases” by Appa C. Rao and Parvathiswara B. Rao
5. [William H. Tomlinson](#), [Robert G. Murdick](#) Business Policy and Strategy: An Action Guide, Sixth Edition

MI7511

DATA ANALYSIS LABORATORY - I

**L T P C
0 0 4 2**

OBJECTIVE :

The objective is to provide a hands-on knowledge of how to apply statistics to business situation using spreadsheets.

- Exercise 1 : Random number generation
- Exercise 2 : Rank and percentile
- Exercise 3 : Simple Random sampling and Systematic Random sampling
- Exercise 4 : Descriptive Statistics
- Exercise 5 : t-test
- Exercise 6 : z-test
- Exercise 7 : F-Test
- Exercise 8: ANOVA
- Exercise 9: Chi-square test
- Exercise 10: Mann- Whitney U test
- Exercise 11 : Kruskal-Wallis test
- Exercise 12: Correlation and Regression
- Exercise 13: One sample Run test

Exercise 14: Moving average and Exponential Smoothing

Exercise 15: Trend analysis

TOTAL: 60 PERIODS

OUTCOME :

- Develop and refine decision-making skills, upon the outcome of statistical tests.
- Analyze real world scenarios and determine the appropriate type of analytical problem solving technique.

REFERENCES :

1. David R. Anderson, et al, "An Introduction to Management Sciences: Quantitative approaches to Decision Making", (13th edition) South-Western College Pub, 2011.
2. William J. Stevenson, Ceyhun Ozgur, "Introduction to Management Science with Spreadsheet", Tata McGraw Hill, 2009.
3. Hansa Lysander Manohar, "Data Analysis and Business Modelling using Microsoft Excel" PHI, 2017.
4. David M. Levine et al, "Statistics for Managers using MS Excel" (6th Edition) Pearson, 2010.

MI7512

SEMINAR II

L T P C
0 0 2 1

OBJECTIVE :

- To introduce the students to the relevant economics topics

Note: Students are expected to prepare and present on topics suggested below:

1. Capitalism
2. Communism
3. Protectionism
4. Globalization
5. Developmental Economics
6. Poverty, inequality and economic growth
7. IMF
8. WTO
9. Behavioural Economics
10. The Nobel Memorial Prize in Economic Sciences

TOTAL : 30 PERIODS

OUTCOME:

1. The students will be able to appreciate pluralism in economics.

MI7601

FINANCIAL MANAGEMENT – I

L T P C
3 0 0 3

OBJECTIVES:

- Acquaint the students with the basic concepts of Financial Management and its pivotal role in the corporate world.
- Encourage students to think critically about issues in corporate financial management.
- Understand some of the approaches used by a Finance Manager with respect to financial analysis, profit planning, control and management of current resources.

UNIT I	OVERVIEW OF FINANCIAL MANAGEMENT	9
Financial Management – Meaning, Scope and Functions – Objectives of Financial Management – Profit maximization Vs wealth maximization-Agency problems-Managers Vs Shareholders. Role of finance manager-current issues of finance manager-financial ethics and corporate social Responsibility.		
UNIT II	SOURCES OF FINANCE	9
Long term finance- Shares, Debentures, Preference stock and term loans- Features, Rights, Advantages and Disadvantages- Short Term sources-Trade credit, Commercial paper, Certificate of deposit and Bank Finance.		
UNIT III	FINANCING DECISION	9
Leverages- Operating, Financial and Combined Leverages – Measurement of leverages. EBIT-EPS Analysis- Indifference point. Capital structure - Factors influencing Capital structure - Optimal capital structure.		
UNIT IV	DIVIDEND DECISION	9
Objectives of Dividend policies-Types- Determinants of dividend policy - forms of dividend- Bonus shares- Share split- Reverse split-Buy back of shares.		
UNIT V	WORKING CAPITAL MANAGEMENT	9
Meaning, Types and Sources of Working Capital – Factors affecting Working Capital – Computation of Working Capital - Management of Cash, Receivables and Inventory – Concept, Need and Techniques.		

TOTAL : 45 PERIODS

OUTCOME :

- Possess the techniques of managing finance in an organization.

TEXT BOOKS :

1. M.Y.Khan and P.K.Jain, Financial Management: Text, Problems and Cases, 7th Edition, McGraw-Hill Education (INDIA) Pvt. Ltd., New Delhi. Year 2017.
2. I.M.Pandey, Financial Management, 11th Edition, Vikas Publishing House Pvt. Ltd., New Delhi. Year 2015.
3. Prasanna Chandra, Financial Management: theory and practice, 9th Edition, McGraw-Hill Education (INDIA) Pvt. Ltd. Company Ltd., New Delhi. Year 2015.

MI7602	HUMAN RESOURCE MANAGEMENT	L T P C
		3 0 0 3

OBJECTIVE

- To provide knowledge about management issues related to staffing, training, performance, compensation, human factors consideration and compliance with human resource requirements.

UNIT I	PERSPECTIVES IN HUMAN RESOURCE MANAGEMENT	9
Evolution of human resource management – The importance of the human capital – Role of human resource manager –Challenges for human resource managers - trends in Human resource policies – Computer applications in human resource management – Human resource accounting and audit.		

UNIT II	HUMAN RESOURCE PLANNING AND RECRUITMENT	9
Importance of Human Resource Planning – Forecasting human resource requirement –matching supply and demand - Internal and External sources. Recruitment - Selection – induction and Socialization.		

UNIT III TRAINING AND DEVELOPMENT 9
Types of training methods –purpose- benefits- resistance. Executive development programmes – Common practices - Benefits – Self development – Knowledge management.

UNIT IV EMPLOYEE ENGAGEMENT 9
Compensation plan – Reward – Motivation – Application of theories of motivation – Career management – Mentoring - Development of mentor – Protégé relationships.

UNIT V PERFORMANCE EVALUATION AND CONTROL 9
Method of performance evaluation – Feedback – Industry practices. Promotion, Demotion, Transfer and Separation – Implication of job change. The control process – Importance – Methods – Requirement of effective control systems grievances – Causes – Implications – Redressal methods.

TOTAL: 45 PERIODS

OUTCOME :

- Students will gain knowledge and skills needed for success as a human resources professional.

TEXT BOOKS :

1. Gary Dessler and Biju Varkkey, Human Resource Management, 14th Edition, Pearson Education Limited, 2015.
2. David A. Decenzo, Stephen.P.Robbins, and Susan L. Verhulst, Human Resource Management, Wiley, International Student Edition, 11th Edition, 2014.

REFERENCES :

1. Luis R.Gomez-Mejia, David B.Balkin, Robert L Cardy. Managing Human Resource. PHI Learning. 2012
2. Bernadin , Human Resource Management ,Tata Mcgraw Hill ,8th edition 2012.
3. Wayne Cascio, Managing Human Resource, McGraw Hill, 2007.
4. Ivancevich, Human Resource Management, McGraw Hill 2012.
5. Uday Kumar Haldar, Juthika Sarkar. Human Resource management. Oxford. 2012

MI7603

MARKETING MANAGEMENT - II

**L T P C
3 0 0 3**

OBJECTIVES :

- To understand the changing business environment.
- To identify the indicators of management thoughts and practices.
- To understand fundamental premise underlying market driven strategies.

UNIT I PRODUCT MANAGEMENT 9

Product- Meaning, Classification of Products, Levels of Products- Product Hierarchy- Product Development Strategies and Product Life Cycle (PLC) - Product Line Strategies - Product Mix Strategies - Packaging and Labelling - New Product Development -
BRAND: Introduction to Brand and Branding - Advantages and disadvantages of branding - Brand Equity - Brand Positioning -Brand Development - Models in Branding.

UNIT II PRICING 9

Introduction - Factors Affecting Price Decisions - Cost Based Pricing - Value Based and Competition Based Pricing - Product Mix Pricing Strategies - Adjusting the Price of the Product - Initiating and Responding to the Price Changes - Global and International Pricing.

UNIT III DISTRIBUTION MANAGEMENT 9
 Introduction - Need for Marketing Channels - Decisions Involved in Setting up the Channel - Channel Management Strategies - Introduction to Logistics Management - Reverse Logistics - Backward and Forward Integration - Introduction to Retailing and Wholesaling.

UNIT IV PROMOTION MANAGEMENT 9
 Non-personal and personal communication channels: Introduction - Integrated Marketing Communications (IMC) - Communication Development Process - Budget Allocation Decisions in Marketing Communications - Introduction to Advertising, Fundamentals of Sales Promotion - Basics of Public Relations and Publicity- Personal Selling - Sales Management Basics - HR Practices in Sales Management - Evaluation of Training -Personal Selling Process - Direct Marketing.

UNIT V CUSTOMER RELATIONSHIP MANAGEMENT AND OTHER CONTEMPORARY ISSUES 9
 Introduction -Relationship Marketing Vs. Relationship Management - Definitions of Customer Relationship Management (CRM) - Forms of Relationship Management - Managing Customer Loyalty and Development - Reasons Behind Losing Customers by Organisations - Significance of Customer Relationship Management -Social Actions Affecting Buyer-Seller Relationships. CRM practices in Rural Marketing - Services Marketing - E-Marketing or Online Marketing.

TOTAL : 45 PERIODS

OUTCOMES :

- Knowledge of analytical skills in solving marketing related problems.
- Awareness of marketing management process.

TEXT BOOKS:

1. Marketing Management- An Indian perspective, Vijay Prakash Anand, Biztantra, Second edition, 2016.
2. Marketing Management Global Perspective, Indian Context, V.S.Ramaswamy & S.Namakumari, Macmillan Publishers India,5th edition, 2015.

REFERENCES

1. Marketing Management, S.H.H. Kazmi, 2013, Excel Books India.
2. Marketing Management- text and Cases, Dr. C.B.Gupta & Dr. N.Rajan Nair, 17th edition, 2016.
3. Marketing Management , Sherlekar S.A, Himalaya Publishing House,2016.

MI7604 OPERATIONS MANAGEMENT - I L T P C
3 0 0 3

OBJECTIVE :

- To provide an introduction to the field of operations management and explain the concepts, strategies, tools and techniques for managing the transformation process that can lead to competitive advantage.

UNIT I INTRODUCTION TO OPERATIONS MANAGEMENT 9
 Operations Management – Nature, Importance, historical development, transformation processes, differences between services and goods, a system perspective, functions, challenges, current priorities, recent trends; Operations Strategy – Strategic fit and framework.

UNIT II FORECASTING, CAPACITY AND FACILITY DESIGN 9
 Demand Forecasting – Need, Types, Objectives and Steps. Overview of Qualitative and Quantitative methods. Capacity Planning – Long range, Types, Developing capacity alternatives.

UNIT III DESIGN OF PRODUCT, PROCESS AND WORK SYSTEMS 9
Product Design – Influencing factors, Approaches, Legal, Ethical and Environmental issues.
Process – Planning, Selection, Strategy, Major Decisions. Work and Method Study

UNIT IV MATERIALS MANAGEMENT 9
Materials Management – Objectives, Planning, Budgeting and Control. Purchasing – Objectives, Functions, Policies, Vendor rating and Value Analysis.

UNIT V SCHEDULING AND PROJECT MANAGEMENT 9
Project Management – Scheduling Techniques, PERT, CPM; Scheduling - work centers – nature, importance; Priority rules and techniques, Shopfloor control.

TOTAL : 45 PERIODS

OUTCOMES :

- Understanding of the strategic and operational decisions in managing manufacturing and service organizations and appreciation of the role of operations management function in an organization.

TEXT BOOKS :

1. Richard B. Chase, Ravi Shankar, F. Robert Jacobs, Nicholas J. Aquilano, Operations and Supply Management, Tata McGraw Hill, 12th Edition, 2010.
2. Norman Gaither and Gregory Frazier, Operations Management, South Western Cengage Learning, 2002.

REFERENCES :

1. William J Stevenson, Operations Management, Tata McGraw Hill, 9th Edition, 2009.
2. Russel and Taylor, Operations Management, Wiley, Fifth Edition, 2006.
3. Kanishka Bedi, Production and Operations Management, Oxford University Press, 2004.
4. Chary S. N, Production and Operations Management, Tata McGraw Hill, Third Edition, 2008.
5. Aswathappa K and Shridhara Bhat K, Production and Operations Management, Himalaya Publishing House, Revised Second Edition, 2008.
6. Mahadevan B, Operations Management Theory and practice, Pearson Education, 2007.
7. Pannerselvam R, Production and Operations Management, Prentice Hall India, Second Edition, 2008.

MI7605

INFORMATION MANAGEMENT

L T P C
3 0 0 3

OBJECTIVES :

- To understand the importance of information in business.
- To know the technologies and methods used for effective decision making in an organization.

UNIT I INTRODUCTION 10

Data, Information, information as resource, Intelligence, decision making with MIS- tactical, operational and strategic decisions, ethical and social issues.

UNIT II ENTERPRISE INFORMATION SYSTEM 10

Business process integration, Motivation for Enterprise systems-ERP system-Finance and accounting module, HR management Module, Manufacturing and operations Module, Sales and Marketing module, CRM.

UNIT III MANAGING DATA RESOURCES **8**
 Need for data management, Challenge for data management-data independence, consistency, data access, data administration, concurrency, security, recovery, data base design, data warehouses - uses.

UNIT IV DATA MINING AND BUSINESS INTELLIGENCE **8**
 Data Mining-virtuous cycle of data mining, data mining application for effecting decision making, Business Intelligence-framework of business intelligence ,BI implementation and integration.

UNIT V RECENT TRENDS IN INFORMATION SYSTEMS **9**
 Introduction to E-commerce/E-business-B2B, B2C, C2C, portal E-governance; Cloud computing, Internet of Things (IoT).

TOTAL: 45 PERIODS

OUTCOME :

- Gains knowledge on effective applications of information systems in business.

REFERENCES :

1. Rahul de, Managing Information systems in business government and society, Wiley, 2016.
2. EfraimTurban,Ramesh Shardam,DursunDelen and David King ,Business Intelligence- A managerial Approach , second edition, Pearson 2012
3. Michael J.A.Berry and Gordon S.Linoff, Data mining Techniques, Second edition, Wiley 2004.
4. Robert Schultheis and Mary Summer, Management Information Systems – The Managers View, Tata McGraw Hill, 2008.
5. Kenneth C. Laudon and Jane Price Laudon, Management Information Systems – Managing the digital firm, PHI Learning / Pearson Education, PHI, Asia, 2012.
6. Gordon Davis, Management Information System : Conceptual Foundations, Structure and Development, Tata McGraw Hill, 21st Reprint 2008.
7. Haag, Cummings and Mc Cubbrey, Management Information Systems for the Information Age, McGraw Hill, 2005. 9th edition, 2013.
8. Raphl Stair and George Reynolds, Information Systems, Cengage Learning, 10th Edition, 2012.
9. Frederick Gallegor, Sandra Senft, Daniel P. Manson and Carol Gonzales, Information Technology Control and Audit, Auerbach Publications, 4th Edition, 2013.

MI7606 **ENTERPRISE RESOURCE PLANNING** **L T P C**
3 0 0 3

OBJECTIVES:

- To understand the various enterprise business process.
- To understand the emerging trends in ERP developments.
- To obtain knowledge on the various ERP software products available in Market.
- Role of ERP in business transformation.

UNIT I ERP - INTRODUCTION **9**
 Enterprise – An Overview, Business Process, Introduction to ERP, Basic ERP Concepts, Justifying ERP Investments, Risks of ERP, Benefits of ERP

UNIT II ERP AND TECHNOLOGY **9**
 ERP and Related Technologies, Business Intelligence (BI) and Business Analytics (BA), E-Commerce and E-Business, Business Process Reengineering (BPR), Data Warehousing and Data Mining, On-line Analytical Processing (OLAP), Product Life Cycle Management (PLM), Supply Chain Management (SCM), Customer Relationship Management (CRM), Geographic Information System (GIS), Advanced Technology and ERP Security

UNIT III ERP IMPLEMENTATION 9

Implementation Challenges, ERP Implementation Strategies, ERP Implementation Life Cycle, Pre-Implementation Tasks, Implementation Methodologies, ERP Deployment Methods, ERP Project Teams, Vendors and Consultants, Employees and Employee Resistance, Contracts with Vendors, Consultants and Employees, Training and Education, Data Migration, Project Management and Monitoring, Post-Implementation Activities, Success and Failure Factors of an ERP Implementation

UNIT IV BUSINESS MODULES 9

Business Modules of an ERP Package, Financials, Manufacturing, Human Resource Management, Plant Maintenance, Materials Management, Quality Management, Marketing, Sales, Distribution and Service

UNIT V ERP - PRESENT AND FUTURE 9

Turbo Charge the ERP System, Enterprise Application Integration (EAI), ERP and E-Business, ERP and Total Quality Management, Future Directions and Trends in ERP.

TOTAL : 45 PERIODS

OUTCOMES:

- Knowledge of ERP implementation cycle.
- Awareness of core and extended modules of ERP.
- Various ERP products available in Market.
- Challenges in implementing ERP for an organization

TEXT BOOKS :

1. Alexis Leon, ERP demystified, Third Edition Tata McGraw-Hill, 2014.
2. Enterprise Resource Planning Concepts And Practices By Vinod Kumar Garg & N Venkatakrishna, 2nd Edition, PHI, 2012.

REFERENCES :

1. Enterprise Resource Planning by Ashim Raj Singla, 2nd edition, Cengage Learning (I) P.Ltd.2016.
2. Ellen Monk, Bret Wagner, "Concepts in Enterprise Resource Planning", 4th Edition, Cengage Learning India Pvt.Ltd., New Delhi, 2012.
3. Enterprise Resource Planning – A Managerial Perspective by D P Goyal, Tata McGraw Hill Education, 2011.
4. Enterprise Resource Planning - Murthy CSV, Himalaya Publishing House Pvt. Ltd., 2012.

MI7611

INDUSTRIAL VISIT

**L T P C
0 0 4 2**

OBJECTIVE :

- To introduce the students to industries and their working style.

Note: Students are expected to go on industrial visit to at least 4 firms and submit a diary of events - of things learned at the industries

TOTAL : 60 PERIODS

OUTCOME :

- The students will be able to understand the functioning of the organizations.

MI7612

SEMINAR III

L T P C
0 0 2 1

OBJECTIVE :

- To introduce the students to the organization behaviour topics.

Note: Students Are Expected To Prepare And Present On Topics Suggested Below:

1. Pygmalion Effect
2. Transaction analysis
3. Strokes
4. Life Positions
5. Self-efficacy/ Confidence
6. Positive Psychology
7. Psychological Capital
8. Happiness/ Subjective well-being
9. Emotional Labour
10. Creating Rapport

TOTAL : 30 PERIODS

OUTCOME :

1. The students will be able to understand their own and others behaviour in organization.

MI7701

FINANCIAL MANAGEMENT - II

L T P C
3 0 0 3

OBJECTIVES :

Facilitate student to

- Understand the operational nuances of a Finance Manager.
- Comprehend the technique of making decisions related to finance functions.

UNIT I FUNDAMENTAL VALUATION CONCEPTS 9

Time value of money – compounding and discounting techniques-valuation of Annuity – Multi period compounding – Valuation of securities – valuation of shares and bonds - Concept of risk and return – single asset and portfolio.

UNIT II INVESTMENT DECISIONS – CAPITAL BUDGETING 9

Capital budgeting: Principles and techniques – Nature of capital budgeting – Identifying relevant cash flows – Evaluation Techniques: Payback, Accounting rate of return, Net Present Value, Internal Rate of Return, Profitability Index – Comparison of DCF techniques

UNIT III INVESTMENT DECISIONS – COST OF CAPITAL 9

Cost of Capital – Meaning, Features and Importance – Classification of Cost of Capital – Computation of Cost of Capital – Debt, Preference and Equity Shares and Retained Earnings – Weighted Average Cost of Capital.

UNIT IV CAPITAL STRUCTURE AND DIVIDEND THEORIES 9

Capital Structure Theories – Definition and Assumptions – NI, NOI, MM and Traditional Approaches – Capital structure planning in practice – Dividend Theory and Policy – Meaning – Water, Gordan, MM Models – Rights evaluation and Effect of Bonus issue.

UNIT V FINANCIAL MARKETS 9

Financial Markets – Capital Market – New Issues market – Secondary Market, Money Market and Government Securities Market – Asset based financing – Lease, Hire Purchase, Venture Capital Financing.

TOTAL: 45 PERIODS

OUTCOME :

- Possess the techniques of managing finance in an organization.

REFERENCES :

1. I M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 11th edition, 2018
2. M.Y. Khan and P.K.Jain Financial management, Text, Problems and cases Tata McGraw Hill, 8th edition, 2017.
3. Aswath Damodaran, Corporate Finance Theory and practice, John Wiley & Sons, 2011.
4. James C. Vanhorne –Fundamentals of Financial Management– PHI Learning, 13th Edition, 2014.
5. Brigham, Ehrhardt, Financial Management Theory and Practice, 14th edition, Cengage Learning 2015.
6. Prasanna Chandra, Financial Management, 9th edition, Tata McGraw Hill, 2017.
7. Srivatsava, Mishra, Financial Management, Oxford University Press, 2012.

MI7702**LABOUR LEGISLATIONS****L T P C
3 0 0 3****OBJECTIVES :**

- To have a broad understanding of the legal principles governing the employment relationship at individual and collective level.
- To familiarise the students to the practical problems inherent in the implementation of labour statutes.

Contained in the following acts are to be studied.

1. The Factories Act, 1948	3
2. The Trade Unions Act, 1926	4
3. The Payment of Wages Act, 1936	3
4. The Minimum Wages Act, 1948	2
5. The Industrial Disputes Act, 1947	5
6. The Workmen"s Compensation Act, 1923	2
7. The Payment of Gratuity Act, 1972	3
8. The Payment of Bonus Act, 1965	3
9. The Employee"s Provident Fund & Misc. Act, 1952	3
10. The Employees State Insurance Act, 1948	4
11. The Industrial Employment (Standing Orders) Act, 1946	3
12. The Apprentices Act, 1961	2
13. The Equal Remuneration Act, 1976	2
14. The Maternity Benefit Act, 1961	2
15. Contract Labour Regulations and Abolition Act, 1970	2
16. The Child Labour Prevention and Regulation Act, 1986	2

TOTAL: 45 PERIODS**OUTCOME :**

- To appreciate the application of labour laws.
- Legal Provision relating to a) Wages b) Working Conditions and Labour Welfare
c) Industrial Relations d) Social Security

REFERENCES :

1. P.K. Padhi, Industrial Laws, PHI, 2008. 2. Kapoor N. D , Elements of Mercantile Law, Sultan Chand, 2008.
2. Tax Mann, Labour Laws, 2008.
3. D. R. N. Sinha, Indu Balasinha & Semma Priyadarshini Shekar, Industrial Relation, Trade unions and Labour Legislation, 2004.
4. Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj. Industrial relations & Labour Laws. Tata McGraw Hill. 2012
5. Srivastava, Industrial Relations and Labour laws, Vikas, 2007.
6. Respective Bare Acts.

OBJECTIVE :

- To explain the concepts, strategies , tools and techniques for managing the critical decision areas in operations management

UNIT I PROCESS STRATEGY 9

Process Structure -manufacturing, services; Process strategy decisions - customer involvement, resource flexibility, capital intensity; Strategic fit; strategies for changes - reengineering, improvement, process analysis and documentation.

UNIT II CONSTRAINT MANAGEMENT 9

Theory of constraints - managing bottlenecks and capacity constrained resources - Drum- buffer-rope systems -Line balancing - synchronous manufacturing.

UNIT III OPERATIONS PLANNING 9

Operations planning - Framework - Aggregate Planning –Approaches, costs, relationship to Master Production schedule. Materials requirement planning - MRP, MRP II and ERP.

UNIT IV INVENTORY MANAGEMENT 9

Inventory – objectives, costs and control techniques - Fixed order quantity and fixed time period models; Just-in-time and lean systems; Stores Management

UNIT V FACILITY LOCATION AND LAYOUT 9

Location decisions – Need - Nature, factors affecting, Theories, Steps in Selection, Location Models ; Facility Layout – Principles, Types, Planning tools and techniques.

TOTAL: 45 PERIODS**OUTCOME :**

- Understanding of the strategic and operational decisions in managing manufacturing and service organizations and appreciation of the role of operations management function in an organization.

REFERENCES :

- Richard B. Chase, Ravi Shankar, F. Robert Jacobs, Operations and Supply Chain Management, McGraw Hill Education (India) Pvt. Ltd, 14th Edition, 2014.
- Krajewski, Lee J., Larry P. Ritzman, and Manoj K. Malhotra. Operations management: processes and supply chains. Upper Saddle River, New Jersey: Pearson, 2010.
- Mahadevan B, Operations management: Theory and practice. Pearson Education India; 2015.
- William J Stevenson, Operations Management, Tata McGraw Hill, 9th Edition, 2009.
- Heizer, Jay H., and Barry Render. Operations management. Vol. 1. Pearson Education India, 2008.
- Cecil C. Bozarth, Robert B. Handfield, Introduction to Operations and Supply Chain Management, Pearson, 4th Edition, 2016.

OBJECTIVE :

- To make the students of tourism understand the principles of scientific methodology in business enquiry, develop analytical skills of business research and to prepare scientific business reports.

UNIT I INTRODUCTION**9**

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 AND MEASUREMENT**9**

Research design – Definition – types of research design – exploratory and causal research design – Descriptive and experimental design – different types of experimental design – Validity of findings – internal and external validity – Variables in Research – Measurement and scaling – Different scales – Construction of instrument – Validity and Reliability of instrument.

UNIT III DATA COLLECTION**9**

Types of data – Primary Vs Secondary data – Methods of primary data collection – Survey Vs Observation – Experiments – Construction of questionnaire and instrument – Types of Validity – Sampling plan – Sample size – determinants optimal sample size – sampling techniques – Sampling methods.

UNIT IV DATA PREPARATION AND ANALYSIS**9**

Data Preparation – editing – Coding –Data entry – Validity of data – Qualitative Vs Quantitative data analyses – Applications of Bivariate and Multivariate statistical techniques, Factor analysis, Discriminant analysis, Cluster analysis, Multiple regression and Correlation, Multidimensional scaling – Conjoint Analysis – Application of statistical software for data analysis.

UNIT V REPORT DESIGN, WRITING AND ETHICS IN BUSINESS RESEARCH**9**

Research report –Types – Contents of report – need for 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 – Ethics in research – Subjectivity and Objectivity in research.

TOTAL : 45 PERIODS**OUTCOME :**

- The students would be able to undertake a systematic outlook towards business situations for the purpose of objective decision making.

REFERENCES :

1. Donald R. Cooper, Pamela S. Schindler and J K Sharma, Business Research methods, 11th Edition, Tata Mc Graw Hill, New Delhi, 2012.
2. Alan Bryman and Emma Bell, Business Research methods, 3rd Edition, Oxford University Press, New Delhi, 2011.
3. Uma Sekaran and Roger Bougie, Research methods for Business, 5th Edition, Wiley India, New Delhi, 2012.
4. William G Zikmund, Barry J Babin, Jon C.Carr, Atanu Adhikari, Mitch Griffin, Business Research methods, A South Asian Perspective, 8th Edition, Cengage Learning, New Delhi, 2012

OBJECTIVES:

- To prepare students for a professional qualification in taxation

UNIT I CONCEPTS AND DEFINITION 9

Basic concepts – Income Tax Act, 1961 – definition – previous year – assessment year – person – assessee, income, total income – casual income, capital and revenue – residential status and incidence of tax, incomes exempt under section 10 – Heads of Income.

UNIT II INCOME FROM SALARY AND HOUSE PROPERTY 9

Salary Income – basis of charge – different forms of salary, allowances, perquisites and their valuation – deduction from salary – computation of taxable salary.

House Property – basis of charge – determination of annual value – GAV, NAV – Income from let – out – property – self occupied property – deductions – computation of taxable income.

UNIT III INCOME FROM BUSINESS/ PROFESSION 9

Profits and gains from business and profession – basis of charge – methods of accounting – deductions – dis allowances, computation of taxable income.

UNIT IV INCOME FROM CAPITAL GAINS 9

Capital gains – basis of charge – short term and long term capital gains – indexed cost of acquisition and improvement – exemptions – chargeability of short and long term capital gains – deduction under section 80C – introduction to direct taxes code.

UNIT V COMPUTATION OF TOTAL INCOME FOR INDIVIDUALS AND COMPANIES AND FILING RETURNS 9

Clubbing of income – set off – carry forward of losses – deductions from gross total income – preparation of return of income for individuals and companies – PAN – Signing and Filing of Returns – Online Filings – Tax Planning – Relevant case problems. Income tax administration-penalties-when an assessee becomes liable for penalty and prosecution-Appeals-Appellate authorities-revisionary powers of commission- appeals to high court and supreme court –income tax authorities

TOTAL : 45 PERIODS**OUTCOMES:**

- To create ethical tax experts and consultants

REFERENCES:

1. Gaur & Narang, "Income Tax Law & Practice", DP Kalyani Publishers, Latest Edition, New Delhi.
2. Dr. H. C. Mehrotra, 'Income Tax Law & Practice', Prentice hall Pvt Ltd, New Delhi.
3. Dingar Pagare, 'Tax Laws', S. Chand & Sons Publisher, New Delhi.
4. Bhagavati Prasad, ' Income Tax', Wishwa Prakashan, New Delhi.

OBJECTIVE:

- To learn the major initiatives taken by a company's top management on behalf of corporates, involving resources and performance in external environments. It entails specifying the organization's mission, vision and objectives, developing policies and plan to understand the analysis and implementation of strategic management in strategic business units.

UNIT I STRATEGY AND PROCESS**9**

Conceptual framework for strategic management, the Concept of Strategy and the Strategy Formation Process – Stakeholders in business – Vision, Mission and Purpose – Business definition, Objectives and Goals - Corporate Governance and Social responsibility-case study.

UNIT II COMPETITIVE ADVANTAGE**9**

External Environment - Porter's Five Forces Model-Strategic Groups Competitive Changes during Industry Evolution-Globalisation and Industry Structure - National Context and Competitive advantage Resources- Capabilities and competencies–core competencies-Low cost and differentiation Generic Building Blocks of Competitive Advantage- Distinctive Competencies-Resources and Capabilities durability of competitive Advantage- Avoiding failures and sustaining competitive advantage-Case study.

UNIT III STRATEGIES**10**

The generic strategic alternatives – Stability, Expansion, Retrenchment and Combination strategies - Business level strategy- Strategy in the Global Environment-Corporate Strategy- Vertical Integration-Diversification and Strategic Alliances- Building and Restructuring the corporation- Strategic analysis and choice - Environmental Threat and Opportunity Profile (ETOP) - Organizational Capability Profile - Strategic Advantage Profile - Corporate Portfolio Analysis - SWOT Analysis - GAP Analysis - McKinsey's 7s Framework - GE 9 Cell Model - Distinctive competitiveness - Selection of matrix - Balance Score Card-case study.

UNIT IV STRATEGY IMPLEMENTATION & EVALUATION**9**

The implementation process, Resource allocation, Designing organisational structure-Designing Strategic Control Systems- Matching structure and control to strategy-Implementing Strategic change-Politics-Power and Conflict-Techniques of strategic evaluation & control-case study.

UNIT V OTHER STRATEGIC ISSUES**8**

Managing Technology and Innovation-Strategic issues for Non Profit organisations. New Business Models and strategies for Internet Economy-case study

TOTAL: 45 PERIODS**OUTCOME :**

- This Course will create knowledge and understanding of management concepts principles and skills from a people, finance, marketing and organisational perspectives the development of appropriate organisational policies and strategies within a changing context to meet stakeholder interests information systems to learn from failure key tools and techniques for the analysis and design of information systems, including their human and organisational as well as technical aspects.

REFERENCES :

1. Hill. Strategic Management : An Integrated approach, 2009 Edition Wiley (2012).
2. John A.Parnell. Strategic Management, Theory and practice Biztantra (2012).
3. Azhar Kazmi, Strategic Management and Business Policy, 3rd Edition, Tata McGraw Hill,2008
4. Adria H Aberberg and Alison Rieple, Strategic Management Theory & Application, Oxford University Press, 2008.
5. Gupta, Gollakota and Srinivasan, Business Policy and Strategic Management – Concepts and Application, Prentice Hall of India, 2005.
6. Dr.Dharma Bir Singh, Strategic Management & Business Policy, KoGent Learning Solutions Inc., Wiley, 2012.
7. John Pearce, Richard Robinson and Amitha Mittal, Strategic Management, McGraw Hill, 12th Edition, 2012

MI7711

DATA ANALYSIS LABORATORY - II

L T P C
0 0 4 2

OBJECTIVE :

- The objective is to provide a hands-on knowledge of how to apply statistics to business situation in management functional areas using spreadsheets.

- Exercise1: Portfolio selection
Exercise2: Exercise1 - Extension
Exercise3: Risk Analysis
Exercise4: Sensitivity Analysis using Monte Carlo simulation
Exercise5: Exercise4 - Extension
Exercise 6: Financial performance Analysis Using What if Analysis
Exercise7: Transportation problem
Exercise8: Exercise7 - Extension
Exercise9: Assignment problem
Exercise 10: Exercise9 - Extension
Exercise11: Shortest path Problem
Exercise 12: Maximum Flow Problem
Exercise13: Critical path Method
Exercise14: Queuing Model
Exercise15: Economic Ordering Quantity(EOQ)

TOTAL: 60 PERIODS

OUTCOMES :

Develop and refine decision-making skills, upon the outcome of statistical tests. Analyze real world scenarios and determine the appropriate type of analytical problem solving technique for management functional areas.

REFERENCES :

1. David R. Anderson, et al, "An Introduction to Management Sciences: Quantitative approaches to Decision Making", (13th edition) South-Western College Pub, 2011.
2. William J. Stevenson, Ceyhun Ozgur, "Introduction to Management Science with Spreadsheet", Tata McGraw Hill, 2009.
3. Hansa Lysander Manohar, "Data Analysis and Business Modelling using Microsoft Excel" PHI, 2017.
4. David M. Levine et al, "Statistics for Managers using MS Excel" (6th Edition) Pearson, 2010.

OBJECTIVE :

- To introduce the students to research practices and tools in Management.

Note: Students Are Expected To Prepare And Present On Topics Suggested Below:

1. Types of Data collection and challenges
2. Exploratory research
3. Regression analysis
4. Sampling techniques and its limitations
5. Cross sectional vs longitudinal research
6. Experimental design
7. Validation techniques
8. Design of questionnaire
9. Visualization techniques
10. Descriptive statistics

TOTAL : 30 PERIODS**OUTCOME :**

- The students will have an awareness of the practical challenges of data analysis in business research.

OBJECTIVE:

- To understand the multinational dimensions in management of a MNC company and the business operations in more than one country.

UNIT I AN OVERVIEW OF INTERNATIONAL BUSINESS 9

Definition and drivers of International Business- Changing Environment of International Business- Country attractiveness- Trends in Globalization- Effect and Benefit of Globalization-International Institution: UNCTAD Basic Principles and Major Achievements, Role of IMF, Features of IBRD, Role and Advantage of WTO.

UNIT II THEORIES OF INTERNATIONAL TRADE AND INVESTMENT 9

Theories of International Trade: Mercantilism, Absolute Advantage Theory, Comparative Cost Theory, Hecksher-Ohlin Theory-Theories of Foreign Direct Investment : Product Life Cycle, Eclectic, Market Power, Internationalisation- Instruments of Trade Policy : Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy, Balance of Payment.

UNIT III INTERNATIONAL STRATEGIC MANAGEMENT 9

Strategic compulsions-- Strategic options – Global portfolio management- Global entry strategy, different forms of international business, advantages - Organizational issues of international business – Organizational structures – Controlling of international business, approaches to control – Performance of global business, performance evaluation system.

UNIT IV PRODUCTION, MARKETING, FINANCIAL OF GLOBAL BUSINESS 9

Global production: Location, scale of operations- cost of production- Standardization Vs Differentiation- Make or Buy decisions- global supply chain issues- Quality considerations. Globalization of markets: Marketing strategy- Challenges in product development- pricing- production and channel management. Foreign Exchange Determination Systems: Basic Concepts- types of Exchange Rate Regimes- Factors Affecting Exchange Rates.

UNIT V HUMAN RESOURCE MANAGEMENT IN INTERNATIONAL BUSINESS 9

Selection of expatriate managers- Managing across cultures -Training and development- Compensation- Disadvantages of international business – Conflict in international business- Sources and types of conflict – Conflict resolutions – Negotiation –Ethical issues in international business – Ethical decision-making.

TOTAL : 45 PERIODS

OUTCOME :

- Students would be familiar with global business environment, global strategic management practices and get acquainted with global functional domain practices.

REFERENCES :

1. Charles W.I. Hill and Arun Kumar Jain, International Business, 6th edition, Tata McGraw Hill, New Delhi, 2010.
2. Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffet, International Business, 7th Edition, Cengage Learning, New Delhi, 2010.
3. K. Aswathappa, International Business, 5th Edition, Tata Mc Graw Hill, New Delhi, 2012.
4. John D. Daniels and Lee H. Radebaugh, International Business, Pearson Education Asia, New Delhi, 2000.
5. Vyuptakesh Sharan, International Business, 3rd Edition, Pearson Education in South Asia, New Delhi, 2011.
6. Rakesh Mohan Joshi, International Business, Oxford University Press, New Delhi, 2009.

MI7802

EVENT MANAGEMENT

**L T P C
3 0 0 3**

OBJECTIVE :

- This course is designed to provide an introduction to the principles of event management. The course aims to impart knowledge on the various events and how these events can be organized successfully.

UNIT I EVENT CONTEXT 9

History & Evolution – Types of events – MICE – Types of Meeting, Trade Shows, Conventions, Exhibitions- Structure of event industry – Event Management as a profession – Perspectives on event : Government, Corporate & Community – Code of Ethics.

UNIT II EVENT PLANNING & LEGAL ISSUES 9

Conceptualizing the event – Host, sponsor, Media, Guest, Participants , Spectators – Crew – Design of concept – Theme and content development – Visualization – Event objectives – Initial planning – Budgeting – Event design and budget checklist – Preparation of functional sheets – Timing – Contracts and Agreements – Insurance, Regulation, Licence and Permits – Negotiation.

UNIT III EVENT MARKETING 9

Role of Strategic Marketing Planning - Pricing – Marketing Communication Methods &- Managing Marketing Communication & Elements – Sponsorship – Event sponsorship – Managing, Measuring & Evaluating.

UNIT IV EVENT OPERATION 9

Site Selection – Types of location – Venue Requirements – Room, Stage, Audi-Visual, Lighting, Performers, Decors, Caterer, Photography & Videography – Protocols – Guest list – Guest demographics – Children at event – Invitation – Media – Freelance Event Operation – Road show - Food & Beverage – Entertainment – Event Logistics – Supply of facilities – Onsite and event logistics – Control and Evaluation. .

UNIT V SAFETY & EVENT EVALUATION 9
 Risk assessment – Safety officer, Medical Manager – Venue, Structural safety – Food safety – Occupational safety – Fire Prevention – Sanitary facilities – Vehicle traffic – Waste Management. Event Impact – Event Evaluation Process – Service Quality - Customer Satisfaction.
TOTAL: 45 PERIODS

OUTCOME :

- At the end of the course students can plan, develop, manage and implement an event successfully. Student can enhance their professional skills in the field of Event Management, to prepare them for successful careers in this field

REFERENCES :

1. Lynn Van Der Wagen, Event Management for Tourism, Cultural Business & Sporting Events, 4th Edition, Pearson Publications, 2014.
2. Lynn Van Der Wagen, & Brenda R. Carlos , Successful Event Management.
3. Judy Allen, Event Planning 2nd Edition, Wiley & Sons, Canada, 2014.
4. G.A.J. Bowdin, Events Management , Elsevier Butterworth
5. John Beech, Sebastian Kaiser & Robert Kaspar, The Business of Events Management, Pearson Publication, 2014.
6. Judy, Event Planning Ethics and Etiquette: A Principled Approach to the Business of Special Event Management, 2014.
7. Shannon Kilkenny, The complete guide to successful event planning.
8. Julia Rutherford Silvers, Professional Event Coordination, The Wiley Event Management Series.
9. Allison ,The Event Marketing Handbook: Beyond Logistics & Planning.

MI7803 ENTREPRENEURSHIP DEVELOPMENT L T P C
3 0 0 3

OBJECTIVES :

- To equip and develop the learners entrepreneurial skills and qualities essential to undertake business.
- To impart the learners entrepreneurial competencies needed for managing business efficiently and effectively.

UNIT I ENTREPRENEURIAL COMPETENCE 9
 Entrepreneurship concept – Entrepreneurship as a Career – Entrepreneurial Personality - Characteristics of Successful Entrepreneurs – Knowledge and Skills of an Entrepreneur.

UNIT II ENTREPRENEURIAL ENVIRONMENT 9
 Business Environment - Role of Family and Society - Entrepreneurship Development Training and Other Support Organisational Services - Central and State Government Industrial Policies and Regulations

UNIT III BUSINESS PLAN PREPARATION 9
 Sources of Product for Business - Prefeasibility Study - Criteria for Selection of Product - Ownership - Capital Budgeting- Project Profile Preparation - Matching Entrepreneur with the Project - Feasibility Report Preparation and Evaluation Criteria.

UNIT IV LAUNCHING OF SMALL BUSINESS 9
 Finance and Human Resource Mobilisation - Operations Planning - Market and Channel Selection - Growth Strategies - Product Launching – Incubation, Venture capital, Start-ups.

UNIT V MANAGEMENT OF SMALL BUSINESS 9
 Monitoring and Evaluation of Business - Business Sickness - Prevention and Rehabilitation of Business Units - Effective Management of small Business - Case Studies.

TOTAL : 45 PERIODS

OUTCOME :

- The learners will gain entrepreneurial skills and knowledge needed to run business efficiently and effectively .

REFERENCES :

1. S.S.Khanka, Entrepreneurial Development, S.Chand and Company Limited, New Delhi, 2016.
2. R.D.Hisrich, Entrepreneurship, Tata McGraw Hill, New Delhi, 2001.
3. Rajeev Roy ,Entrepreneurship, Oxford University Press, 2nd Edition, 2011.
4. DonaldFKuratko,T.VRao.Entrepreneurship: A South Asian perspective.Cengage Learning, 2012.
5. Dr. Vasant Desai, "Small Scale Industries and Entrepreneurship", HPH,2006.
6. Arya Kumar. Entrepreneurship, Pearson,2012.
7. Prasanna Chandra, Projects – Planning, Analysis, Selection, Implementation and Reviews, Tata McGraw-Hill, 1996.

MI7804**BUSINESS ETHICS AND CORPORATE GOVERNANCE****L T P C
3 0 0 3****OBJECTIVE :**

- To provide an understanding on ethical practices in business and corporate governance

UNIT I INTRODUCTION**9**

Definition & nature Business ethics, Characteristics, Ethical theories; Causes of unethical behavior; Ethical abuses; Work ethics; Code of conduct; Public good.

UNIT II ETHICS THEORY AND BEYOND**9**

Management of Ethics - Ethics analysis [Hosmer model]; Ethical dilemma; Ethics in practice - ethics for managers; Role and function of ethical managers- Comparative ethical behaviour of managers; Code of ethics; Competitiveness, organizational size, profitability and ethics; Cost of ethics in Corporate ethics evaluation. Business and ecological / environmental issues in the Indian context and case studies.

UNIT III LEGAL ASPECTS OF ETHICS**9**

Political – legal environment; Provisions of the Indian constitution pertaining to Business; Political setup – major characteristics and their implications for business; Prominent features of MRTP & FERA. Social – cultural environment and their impact on business operations, Salient features of Indian culture and values.
with lessons learnt.

UNIT IV CORPORATE GOVERNANCE**9**

Understanding Corporate Governance: Corporate governance – an overview, History of corporate governance-Concept of corporations • Concept of extended view of corporate citizenship, Owners and stakeholders, Types of owners, Rights and privileges of shareholders (Fernando, 4), Ownership structures and corporate governance- Pyramids and Tunneling: • Issues of corporate control and cash flow rights • Examples from restructure proposals of Vedanta group • Need for investor protection

UNIT V THEORIES AND PRACTICE OF CORPORATE GOVERNANCE**9**

Concepts of Corporate Governance-Theory & practices of corporate governance, corporate governance mechanism and overview – land marks in emergence of corporate governance. Perspectives on Corporate Governance-Market and control model of governance chain- Global Corporate Governance Practices - Anglo-American Model - German Model - Japanese Model - Landmarks in Emergence of Corporate Governance- Board of Directors: Powerful Instrument of Governance - Types of Directors - Importance of Independent Directors

TOTAL : 45 PERIODS

OUTCOME :

- To be equipped with knowledge on ethical issues and corporate governance.

REFERENCES :

1. W.H. Shaw, Business Ethics, Cengage Learning, 2017.
2. S.A. Sherlekar, Ethics in Management, Himalaya Publishing House, 2009.
3. Robert A.G. Monks and Nell Minow, Corporate governance, John Wiley and Sons, 2011.
4. Mandal, S.K Ethics in Business and Corporate Governance, 2/e; New Delhi: McGraw Hill Education.

MI7805

BUSINESS ANALYTICS

L T P C
3 0 0 3

OBJECTIVE:

Learn to

1. Use business analytics for decision making
2. To apply the appropriate analytics and generate solutions
3. Model and analyse the business situation using analytics.

UNIT I INTRODUCTION TO BUSINESS ANALYTICS (BA) 9

Business Analytics - Terminologies, Process, Importance, Relationship with Organisational Decision Making, BA for Competitive Advantage.

UNIT II MANAGING RESOURCES FOR BUSINESS ANALYTICS 9

Managing BA Personnel, Data and Technology. Organisational Structures aligning BA. Managing Information policy, data quality and change in BA.

UNIT III DESCRIPTIVE ANALYTICS 9

Introduction to Descriptive analytics - Visualising and Exploring Data - Descriptive Statistics - Sampling and Estimation - Probability Distribution for Descriptive Analytics - Analysis of Descriptive analytics

UNIT IV PREDICTIVE ANALYTICS 9

Introduction to Predictive analytics - Logic and Data Driven Models - Predictive Analysis Modeling and procedure - Data Mining for Predictive analytics. Analysis of Predictive analytics

UNIT V PRESCRIPTIVE ANALYTICS 9

Introduction to Prescriptive analytics - Prescriptive Modeling - Non Linear Optimisation - Demonstrating Business Performance Improvement.

TOTAL: 45 PERIODS

OUTCOMES:

Ability to

1. understand the role of Business Analytics in decision making
2. identify the appropriate tool for the analytics scenario
3. to apply the tools and generate solutions
4. analyse the results
5. interpret the results

OBJECTIVES :

- To understand the nuances involved in Creativity & Innovation.
- To get hands on experience in applying creativity in problem solving.

UNIT I INTRODUCTION 9

Need for Creative and innovative thinking for quality – Essential theory about directed creativity, components of Creativity, Methodologies and approaches, individual and group creativity, organizational role in creativity, types of innovation, barriers to innovation, innovation process, establishing criterion for assessment of creativity & innovation.

UNIT II MECHANISM OF THINKING AND VISUALIZATION 9

Definitions and theory of mechanisms of mind heuristics and models : attitudes, Approaches and Actions that support creative thinking - Advanced study of visual elements and principles- line, plane, shape, form, pattern, texture gradation, color symmetry. Spatial relationships and compositions in 2 and 3 dimensional space - procedure for genuine graphical computer animation – Animation aerodynamics – virtual environments in scientific Visualization – Unifying principle of data management for scientific visualization – Visualization benchmarking

UNIT III CREATIVITY 9

Methods and tools for Directed Creativity – Basic Principles – Tools that prepare the mind for creative thought – stimulation – Development and Actions: - Processes in creativity ICEDIP – Inspiration, Clarification, Distillation, Perspiration, Evaluation and Incubation – Creativity and Motivation The Bridge between man creativity and the rewards of innovativeness- Applying directed creativity

UNIT IV CREATIVITY IN PROBLEM SOLVING 9

Generating and acquiring new ideas, product design, service design – case studies and hands-on exercises, stimulation tools and approaches, six thinking hats, lateral thinking – Individual activity, group activity, contextual influences.

UNIT V INNOVATION 9

Achieving Creativity – Introduction to TRIZ methodology of Inventive Problem Solving - the essential factors – Innovator"s solution – creating and sustaining successful growth – Disruptive Innovation model – Segmentive Models – New market disruption - Commoditization and DE-commoditization – Managing the Strategy Development Process – The Role of Senior Executive in Leading New Growth – Passing the Baton

TOTAL: 45 PERIODS**OUTCOMES :**

- Student will be equipped to apply his/her creative and innovative skills in solving complex problems confronting corporate realm.

Note: Students will undergo the entire programme similar to a Seminar. It is activity based course. Students will undergo the programme with both theoretical and practical content. Each student will be required to come out with innovative products or services. This will be evaluated by the faculty member(s) handling the course and the consolidated marks can be taken as the final mark. No end semester examination is required for this course

REFERENCES :

1. Rousing Creativity: Think New Now Floyd Hurr, ISBN 1560525479, Crisp Publications Inc. 1999.
2. Geoffrey Petty," how to be better at Creativity", The Industrial Society 1999
3. Clayton M. Christensen Michael E. Raynor," The Innovator"s Solution", Harvard Business School Press Boston, USA, 2003
4. Semyon D. Savransky," Engineering of Creativity – TRIZ", CRC Press New York USA," 2000

MI7811

SOFT SKILLS LABORATORY

L T P C
0 0 4 2

OBJECTIVES :

- To equip students with required soft skills and leadership skills that will build their confidence in interacting effectively in professional tasks, through activity-based learning, enable the students in developing their soft skills.

Activities need to be conducted in the below mentioned areas.

1. Leadership skills
2. Self awareness –Johari window
3. Team Building Skills
4. Problem Solving - analytical, creative and critical skills
5. Decision Making
6. Negotiation skills
7. Managing Conflicts
8. Prioritizing skills
9. Lateral thinking
10. Disruptive thinking

TOTAL : 60 PERIODS

OUTCOME :

- Students equipped with employability skills that would enhance their prospect of placements and being effective in tasks requiring interpersonal interactions,

REFERENCES :

1. Edward Holffman, "Ace the Corporate Personality", McGraw Hill, 2001
2. John Adair Kegan Page, "Leadership for Innovation" 1st ed., Kogan, 2007 .
3. K.R. Lakshminarayana & T. Murugavel, "Managing Soft Skills", Scitech Publications. 2009.
4. Dr. S.P. Dhanvel, English and Soft Skills, Orient Blackswan, 2011
5. Rajiv K. Mishra, Personality Development-, Rupa & Co. 2004.

MI7812

SEMINAR V

L T P C
0 0 2 1

OBJECTIVE :

- To introduce the students to Corporate Social Responsibility Practices.

Note : Students Are Expected To Prepare And Present On Topics Suggested Below:

1. Introduction to CSR
2. Emergence of CSR
3. Stakeholders of CSR (Environments)
4. Planning CSR
5. Implementation CSR
6. Evaluation of CSR
7. Development CSR
8. Corporate Governance
9. CSR and sustainability
10. Current Scenario of CSR

Case studies for listed private and foreign companies

TOTAL : 30 PERIODS

OUTCOME :

- The students will gain knowledge about Corporate Social Responsibility Practices in Business Organisations.

COURSE OBJECTIVE:

To enable learners to develop professional and corporate skills

Activities need to be conducted in the below mentioned areas:

1. Group Discussion
2. Preparation for an Interview
3. Facing Interviews
4. Stress interview
5. Multitasking
6. Time management
7. Work-life balance
8. Life long learning
9. Speed reading skills
10. Organising events

OUTCOME

Through activity based sessions students will develop various professional and employability skills

TOTAL: 60 PERIODS

REFERENCES

1. Business and Professional Communication: Keys for Workplace Excellence, Kelly M. Quintanilla & Shawn T. Wahl. Sage South Asia Edition. Sage Publications, 2013.
2. Basics of Communication: A Relational Perspective, Stev Duck & David T. Mc Mahan. Sage South Asia Edition. Sage Publications, 2012
3. The 5 Levels Of Leadership : Proven Steps To Maximize Your Potential, John C. Maxwell, 2014

OBJECTIVES :

- To enable the learners in understanding of the basic concepts of Indian Ethos and familiarise about ethical behaviour and value systems at work.
- To enable the learners to have exposure on business ethics and ethical business perspectives.
 - 1) Indian Ethos
 - 2) Work ethos
 - 3) Indian Values, Value Systems and Wisdom for modern managers
 - 4) Management Lessons from Thirukural
 - 5) Spirituality in business management
 - 6) Individual Culture and Ethics
 - 7) Ethical codes of conduct and value Systems
 - 8) Loyalty and Ethical Behaviour
 - 9) Ethical business issues and solutions
 - 10) Social Responsibilities of Business

TOTAL : 30 PERIODS

OUTCOMES :

- The learners are able to apply the basic concepts of Indian ethos and value systems at work.
- The learners can handle issues of business ethics and offer solutions ethical perspectives

OBJECTIVES :

- To help the students appreciate the relationship between Corporate Strategy and Product and Brand Management.
- To provide a framework to understand the new product development process, the organisational structures for new product development and product management functions within an organisation.
- To explore the various issues related to Brand Management and to enhance the understanding and appreciation of this important intangible strategic asset, including brand associations, brand identity, brand architecture, leveraging brand assets, brand portfolio management etc.

UNIT I**9**

Management of New Product Development Process - Managing Product Life cycle -Brands and Branding- Introduction to Brand Management -Brand Management Process - Brand Choice Decisions and Models.

UNIT II**9**

Product Plans-Elements of Branding- Brand Identity -Brand Communication -Brand Positioning - Brand Image and Personality - Valuation of Brands- Brand Valuation -Brand Tracking and Monitoring.

UNIT III**9**

Marketing Mix Factors and Products-Managing Brand Over Time- Building Brands in Indian Market - Launching a New Brand -Revitalizing Brands - Branding Strategies- Brand Extension Strategies - Brand Portfolio Management- Managing Brands Across Geographical Borders.

UNIT IV**9**

Managing Brand Experience - Digital Branding-Employment Branding - Co-branding- Brand extension scorecard-Culture and branding-Brand flashbacks-Future brand priorities.

UNIT V**9**

Advertising -Brand Name Plan- Pricing Systems -Product Distribution Systems -Advertising and Sales Promotion - Product Sales Management -Product and Public Relations Service Product Marketing -Industrial Product Marketing Product Exports and International Marketing -Critical Success Factors in Brand Management.

TOTAL: 45 PERIODS**OUTCOMES :**

- Apply the fundamental concepts of product and brand development and management.
- Use the brand positioning framework to develop a brand, keep it relevant, expand a brand internationally, and reposition a brand.
- Use tools and metrics to analyse competitors and develop positioning strategies.
- Recognize the importance of using teams and organization to coordinate multiple interdisciplinary tasks in order to create and manage products within an organization.
- Apply an understanding of the product manager's role in product pricing, sales, and promotion.

REFERENCES :

1. Product Strategy and Management, Michael Baker and Susan Hart, Pearson Education, Edition 2,2008
2. Strategic Brand Management: Building, Measuring, and Managing Brand Equity, by Kevin lane Keller;Ambi M. G. Parameswaran; Issac Jacob;Fourth edition; Pearson Education India; 2015; ISBN-10: 9789332542204; ASIN: 9332542201.

3. Product and Brand Management Tapan K. Panda Paperback: 888 pages Publisher: Oxford University Press; First edition (January 2016);ISBN-10: 9780199460496; ISBN-13: 978-0199460496; ASIN: 0199460493
4. Product and brand management by U C Mathur; Publisher: Excel Books (December 2012)ISBN-10: 9350620146;ISBN-13: 978-9350620144.

MI7002

SALES AND DISTRIBUTION MANAGEMENT

**L T P C
3 0 0 3**

OBJECTIVE :

- To gain insights into the selling and distribution process.

UNIT I INTRODUCTION

9

Sales management - nature and scope. Sales management positions. Personal Selling - Scope, theories and strategies. Sales forecasting and budgeting decisions. Online selling - scope, potential, Merits and Demerits.

UNIT II PERSONAL SELLING, TERRITORIES & QUOTAS

9

Selling process and relationship selling. Designing Sales Territories and quotas. Sales organisation structures.

UNIT III MANAGING THE SALES FORCE

9

Sales force - recruitment, selection, training, motivating, compensation and control.

UNIT IV MANAGING DISTRIBUTION CHANNELS

9

Distribution Management - Introduction, need and scope. Channels - Strategies and levels, retailing and wholesaling. Designing channel systems and channel management.

UNIT V ELEMENTS OF SUPPLY CHAIN

9

Managing FG Inventory & warehousing. Transportation - Scope, Modes and role in Supply Chain effectiveness. Use of Information Technology in Online Selling and Goods tracking.

TOTAL : 45 PERIODS

OUTCOME :

- The student will understand the process of being a part of and managing the sales force.

REFERENCES :

1. Krishna K. Havaldar, Vasant M. Cavale, Sales and Distribution Management - Text and Cases, Third Edition, McGraw Hill Education, 2017
2. Gupta S.L., Sales and Distribution Management - Text and Cases - An Indian Perspective, Excel Books, 2008
3. Pingali Venugopal, Sales and Distribution Management - An Indian Perspective, Response Books from Sage Publications, 2008.

OBJECTIVE :

This course introduces students to the basic concepts of advertising and sales promotion and how business organisations and other institutions carry out such activities.

UNIT I INTRODUCTION TO ADVERTISEMENT 9

Concept –definition-scope-Objectives-functions-principles of advertisement – Social, Economic and Legal Implications of advertisements – setting advertisement objectives – Advertisement Agencies.

UNIT II ADVERTISEMENT MEDIA 9

Media plan – Type and choice criteria – Reach and frequency of advertisements – Cost of advertisements - related to sales – Media strategy and scheduling. design and execution of advertisements -Message development – Different types of advertisements – Layout – Design appeal – Copy structure – Advertisement production – Print – Radio. T.V. and Web advertisements – Media Research – Testing validity and Reliability of ads – Measuring impact of advertisements

UNIT III SALES PROMOTION 9

Scope and role of sale promotion – Definition – Objectives of sales promotion - sales promotion techniques – Trade oriented and consumer oriented. Sales promotion – Requirement identification – Designing of sales promotion campaign – Involvement of salesmen and dealers – Out sourcing sales promotion national and international promotion strategies – Integrated promotion – Coordination within the various promotion techniques – Online sales promotions- case studies.

UNIT IV PUBLIC RELATIONS 9

Introduction – Meaning – Objectives –Scope-Functions-integrating PR in to Promotional MixMarketing Public Relation function- Process of Public Relations-advantages and disadvantages of PR-Measuring the Effectiveness of PR- PR tools and techniques. PR and Media Relations, - PR consultancy: Pros and Cons. - Discussion on opinion survey of PR in Public and Private Enterprises. PR- Research, Evaluation, Counseling-Marketing Public Relations (MPR)-Structure of Public Relations Department. Budgeting of PR. PR Agencies.

UNIT V PUBLICITY 9

Introduction – Meaning – Objectives - Tools – Goals of Publicity – Scope of Publicity – Importance of Publicity – Difference between Marketing, PR and Publicity - Social publicity – Web Publicity and Social media – Publicity Campaigns

TOTAL : 45 PERIODS**OUTCOMES :**

- Insight into the importance of advertising and sales promotion campaigns planning and objective setting in relation to consumer decision making processes.

REFERENCES :

1. George E Belch and Michel A Belch, Advertising & Promotion, Tata McGraw Hill, 7th edition,2010
2. Wells, Moriarty & Burnett, Advertising, Principles & Practice, Pearson Education 7 th Edition, 2007.
3. Kenneth Clow. Donald Baack, Integrated Advertisements, Promotion and Marketing communication, Prentice Hall of India, New Delhi, 8th Edition,2017.
4. S. H. H. Kazmi and Satish K Batra, Advertising & Sales Promotion, Excel Books, New Delhi, 3rd Edition , 2008
5. Julian Cummings, Sales Promotion, Kogan Page, London 5 th Edition,2010
6. E.Betch and Michael, Advertising and Promotion, McGraw Hill, 2011
7. Jaishri Jefhwaney, Advertising Management,2nd Edition Oxford, 2012

OBJECTIVES:

- To appreciate the challenges involved in managing the services and analyse the strategies to deal with these challenges.
- To give insights about the foundations of services marketing, customer expectations of services and gap existing in the service delivery processes and service Quality.

UNIT I INTRODUCTION**9**

Introduction– Definition– Service Economy – Evolution and growth of service sector – Nature and Scope of Services – Product - Service Continuum – Challenges and issues in Services Marketing.

UNIT II SERVICE MARKETING OPPORTUNITIES**9**

Classification of services – Expanded marketing mix – Service marketing – Environment and trends – Service market segmentation, targeting and positioning.

UNIT III SERVICE DESIGN AND DEVELOPMENT**9**

Service Life Cycle – New service development – Service Blue Printing – GAP model of service quality – Measuring service quality – SERVQUAL.

UNIT IV SERVICE DELIVERY**9**

Positioning of services – Designing service delivery System, Service Channel — Service marketing triangle – Managing demand, Managing supply, managing Demand and Supply of Service–

UNIT V SERVICE PROMOTION**9**

Integrated Service marketing communication - Challenges in Service Communication - Strategies to Match Service Promises and Delivery. Pricing of services - methods.

TOTAL: 45 PERIODS**OUTCOMES :**

- The students will be able to develop blueprint for the services sector and develop a better appreciation of the necessary strategies to create a service excellence.
- Appreciate the difference between marketing physical products and intangible services, including dealing with the extended services marketing mix.

REFERENCES :

1. Chiristopher H. Lovelock and Jochen Wirtz, Services Marketing: People, Technology, strategy Pearson Education, New Delhi, 8th edition, 2016.
2. John.E.G.Bateson, K.Douglas Hoffman, Services Marketing, South Western Cengage learning, 4th Edition, 2011.
3. Kenneth E Clow, et al, Services Marketing Operation Management and Strategy, Biztantra, 2nd Edition, New Delhi, 2004.
4. Valarie Zeithaml, Mary Jo Bitner, Services Marketing, 5th International Edition, Tata McGraw Hill, 2007.
5. Christian Gronroos, Services Management and Marketing a CRM in Service Competition, 3rd Edition, Wiley, 2007.
6. R. Srinivasan, SERVICES MARKETING, Prentice Hall of India Private Limited, 4th Edition 2014, New Delhi.

OBJECTIVE :

To understand the concepts of effective retailing.

UNIT I INTRODUCTION**9**

Retail trends in India – Opportunities and Challenges - Socio economic and technological Influences on retail management – Government of India policy implications on retail stores.

UNIT II RETAIL FORMATS**9**

Organized and unorganized formats – Different organized retail formats – Characteristics of each format – Emerging trends in retail formats – MNC's role in organized retail formats.

UNIT III RETAILING DECISIONS**9**

Choice of retail locations - internal and external atmospherics – Positioning of retail shops – Building retail store Image - Retail service quality management – Retail Supply Chain Management – Retail Pricing Decisions. Merchandising and category management – buying.

UNIT IV RETAIL SHOP MANAGEMENT**9**

Visual Merchandise Management – Space Management – Retail Inventory Management – Retail accounting and audits - Retail store brands – Retail advertising and promotions – Retail Management Information Systems - Online retail – Emerging trends .

UNIT V RETAIL SHOPPER BEHAVIOUR**9**

Understanding of Retail shopper behavior – Shopper Profile Analysis – Shopping Decision Process - Factors influencing retail shopper behavior – Complaints Management - Retail sales force Management.

TOTAL : 45 PERIODS**OUTCOME:**

- To manage the retail chains and understand the retail customer's behavior.

REFERENCES :

1. Michael Havy ,Baston, Aweitz and Ajay Pandit, Retail Management, Tata Mcgraw Hill, Sixth Edition, 2007
2. Ogden, Integrated Retail Management, Biztantra, India, 2008.
3. Patrick M. Dunne and Robert F Lusch, Retailing, Thomson Learning, 4th Edition 2008.
4. Chetan Bajaj, Rajnish Tow and Nidhi V. Srivatsava, Retail Management, Oxford University Press, 2007.
5. Swapna Pradhan, Retail Management -Text and Cases, Tata McGraw Hill, 3rd Edition, 2009.
6. Dunne, Retailing, Cengage Learning, 2nd Edition, 2008
7. Ramkrishnan and Y.R.Srinivasan, Indian Retailing Text and Cases, Oxford University Press, 2008
8. Dr.Jaspreet Kaur , Customer Relationship Management, Kogent solution.

OBJECTIVE :

- To study and understand the consumer' behavior in-order to effectively utilise the market' potential.

UNIT I INTRODUCTION**9**

Understanding Consumer behaviour - Consumption, Consumer orientation, Interpretive and Quantitative approaches - Effects of Technology, Demographics and Economy on Consumer behaviour.

UNIT II PURCHASE DECISION PROCESS**9**

Consumer decision making process – Steps, Levels and decision rules - Evolving Indian consumers – Opinion Leadership - Diffusion and Adoption.

UNIT III INTERNAL INFLUENCES**9**

Influences on consumer behavior – motivation – perception – Attitudes and Beliefs - Learning and Experience - Personality & Self Image.

UNIT IV EXTERNAL INFLUENCES**9**

Socio-Cultural, Cross Culture - Family group – Reference group – Communication - Influences on Consumer behavior

UNIT V CONSUMER BEHAVIOR MODELS**9**

Traditional and Contemporary Consumer behaviour model for Individual and industrial buying behaviour and decision making.

TOTAL : 45 PERIODS**OUTCOME :**

- The student will understand the factors and process that influence a consumer' buying behaviour.

REFERENCES :

1. Ramanuj Majumdar, Consumer Behaviour - Insights from Indian Market, PHI, 2010.
2. Leon G.Schiffman and Leslie Lasar Kanuk, Consumer Behavior, Pearson Education, India, 2002.
3. Barry J.B., Eric G.H., Ashutosh M., Consumer Behaviour - A South Asian Perspective, Cengage Learning, 2016.
4. Paul Peter et al., Consumer Behavior and Marketing Strategy, Tata McGraw Hill, Indian Edition, 7th Edition 2005.

OBJECTIVES :

- Grasp how banks raise their sources and how they deploy it and manage the associated risks.
- Understand e-banking and the threats that go with it.

UNIT I OVERVIEW OF INDIAN BANKING SYSTEM 9

Overview of Indian Banking System, Functions of banks, key Acts governing the functioning of Indian banking system – RBI Act 1934, Negotiable Instruments Act 1881, Banking Regulations Act 1948 – Rights and obligations of a banker, Overview of Financial statement of banks – Balance sheet and Income Statement.

UNIT II SOURCES AND APPLICATION OF BANK FUNDS 9

Capital adequacy, Deposits and non-deposit sources, Designing of deposit schemes and pricing of deposit services, application of bank funds – Investments and Lending functions, Types of lending – Fund based, non-fund based, asset based – Different types of loans and their features, Major components of a typical loan policy document, Steps involved in Credit analysis, Credit delivery and administration, Pricing of loans, Customer profitability analysis.

UNIT III CREDIT MONITORING AND RISK MANAGEMENT 9

Need for credit monitoring, Signals of borrowers' financial sickness, Financial distress prediction models – Rehabilitation process, Risk management – Interest rate, liquidity, forex, credit, market, operational and solvency risks – risk measurement process and mitigation, Basic understanding of NPAs and ALM.

UNIT IV MERGERS, DIVERSIFICATION AND PERFORMANCE EVALUATION 9

Mergers and Diversification of banks into securities market, underwriting, UTI & Mutual funds and Insurance business, Risks associated therewith. Performance analysis of banks – background factors, ratio analysis and CAMELS.

UNIT V E-BANKING & FINANCIAL INSTITUTIONS 9

India – Paper based, e-payments – Electronic banking – advantages – Plastic Forecasting of cash demand at ATMs – Security threats in e-banking and RBI's Payment system in money, E-money – initiatives - role of financial institutions like IDBI, ICICI, IFCI & SFC, LIC & GIC.

TOTAL: 45 PERIODS**OUTCOME:**

- Price various types of loans proposed by banks to various prospective borrowers with different risk profiles and evaluate the performance of banks.

REFERENCES :

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.
3. Peter S. Rose and Sylvia C. and Hudgins, "Bank Management and Financial Services", Tata McGraw Hill, New Delhi, 2012.
4. Madura, Financial Institutions & Markets, 10th edition, Cengage, 2016

OBJECTIVE :

- To understand the nuances involved in derivatives and to understand the basic operational mechanisms in derivatives.

UNIT I INTRODUCTION 9

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

UNIT II FUTURES CONTRACT 9

Specifications of Futures Contract - Margin Requirements – Marking to Market – Hedging uses Futures – Types of Futures Contracts – Securities, Stock Index Futures, Currencies and Commodities – Delivery Options – Relationship between Future Prices, Forward Prices and Spot Prices.

UNIT III OPTIONS 9

Definition – Exchange Traded Options, OTC Options – Specifications of Options – Call and Put Options – American and European Options – Intrinsic Value and Time Value of Options – Option payoff, options on Securities, Stock Indices, Currencies and Futures – Options pricing models – Differences between future and Option contracts.

UNIT IV SWAPS 9

Definition of SWAP – Interest Rate SWAP – Currency SWAP – Role of Financial Intermediary – Warehousing – Valuation of Interest rate SWAPs and Currency SWAPs Bonds and FRNs – Credit Risk.

UNIT V DERIVATIVES IN INDIA 9

Evolution of Derivatives Market in India – Regulations - Framework – Exchange Trading in Derivatives – Commodity Futures – Contract Terminology and Specifications for Stock Options and Index Options in NSE – Contract Terminology and specifications for stock futures and Index futures in NSE – Contract Terminology and Specifications for Interest Rate Derivatives.

TOTAL : 45 PERIODS**OUTCOME :**

- This course aims at providing an in-depth understanding of financial derivatives in terms of concepts, structure, instruments and trading strategies for profit and risk management.

REFERENCES :

- David Dubofsky – ‘Option and Financial Futures – Valuation and Uses, McGraw Hill International Edition.
- Don M. Chance, Robert Brooks, An Introduction to Derivatives and Risk Management, 9th edition, Cengage, 2015.
- John. C. Hull, Options, Futures and Other Derivative Securities’, PHI Learning, 9th Edition, 2012
- Keith Redhead, ‘Financial Derivatives – An Introduction to Futures, Forwards, Options and SWAPs’,– PHI Learning, 2011.
- S. L. Gupta, Financial Derivatives- Theory, Concepts and Practice, Prentice Hall of India, 2011.
- Stulz, Risk Management and Derivatives, Cengage, 2nd Edition, 2011.
- Varma, Derivatives and Risk Management, 2nd Edition, 2011.
- Website of NSE, BSE.

OBJECTIVES :

To enable student

- Understand the modes of issuing securities
- Acquire financial evaluation technique of leasing and hire purchase

UNIT I MERCHANT BANKING 5

Introduction – An Over view of Indian Financial System – Merchant Banking in India – Recent Developments and Challenges ahead – merchant banking services offered by banks – NBFC'S offering merchant banking – Banking system – types of banks – payment banking -Legal and Regulatory Framework – Relevant Provisions of Companies Act- SERA- SEBI guidelines- FEMA, etc. - Relation with Stock Exchanges and OTCEI.

UNIT II ISSUE MANAGEMENT 12

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 – Placement with FIs, MFs, FII, etc. Off - Shore Issues. – Issue Marketing – Advertising Strategies – NRI Marketing – Post Issue Activities.

UNIT III OTHER FEE BASED SERVICES 10

Mergers and Acquisitions – Portfolio Management Services – Credit Syndication – Credit Rating – Mutual Funds - Business Valuation.

UNIT IV FUND BASED FINANCIAL SERVICES 10

Leasing and Hire Purchasing – Basics of Leasing and Hire purchasing – Financial Evaluation.

UNIT V OTHER FUND BASED FINANCIAL SERVICES 8

Consumer Credit – Credit Cards – Real Estate Financing – Bills Discounting – factoring and Forfeiting – Venture Capital - venture debt funds – start up financing.

TOTAL: 45 PERIODS

OUTCOME :

- Good knowledge on merchant banking activities.

REFERENCES :

1. M.Y.Khan, Financial Services, Tata McGraw-Hill, 12th Edition, 2012
2. Nalini Prava Tripathy, Financial Services, PHI Learning, 2011.
3. Machiraju, Indian Financial System, Vikas Publishing House, 2nd Edition, 2010.
4. J.C.Verma, A Manual of Merchant Banking, Bharath Publishing House, New Delhi,
5. Varshney P.N. & Mittal D.K., Indian Financial System, Sultan Chand & Sons, New Delhi.
6. Sasidharan, Financial Services and System, Tata McGraw Hill, New Delhi, 2nd Edition, 2011.
7. Website of SEBI
8. Madura, Financial Institutions & Markets, 10th edition, Cengage, 2016.

OBJECTIVES :

- Enable students to Comprehend the importance of Micro finance.
- Understand the techniques involved in their evaluation.

UNIT I INTRODUCTION TO MICROFINANCE 9

Basics – Need for microfinance - Characteristics of Microfinance clients – Demand and supply of microfinance in developing countries – Nature of Microfinance Markets - Microfinance as a development strategy and as an industry – Microfinance Tools – Role of Grameen Bank - Micro credit - Innovations - Group lending-Stepped lending & Repeat loan - Character & cash flow based lending -Flexible approaches to collateral-Frequent & public installment for loan & saving products.

UNIT II FINANCIAL AND OPERATIONAL EVALUATION 9

Financial Evaluation – Analyzing & Managing Financial Performance of MFIs: Analyzing financial statements - Financial performance ratios - Liquidity & capital adequacy – Revenue models of Micro finance - Role of subsidies & Donors - Bench Marking - Rating MFIs. Operational Evaluation: Managing operational risks – Internal Control, Business Planning – Impact Assessment – CVP Analysis – Operating Expenses - Operating Efficiency.

UNIT III OTHER EVALUATIONS OF MICROFINANCE 9

Market Evaluation – Managing MF Products & Services - methodologies in MF product design and pricing – – Competition - Risks . Institutional Evaluation - Appraisals and ratings - Legal compliance- Issues in Governance Social Evaluation - Social performance Measurement - Indicators - Tools – Progress out of poverty index – Transparency – Ethics.

UNIT IV MICROFINANCE IN INDIA 9

Challenges to Microfinance movement – Demand and Supply of Micro financial services – State Intervention in rural credit – RBI Initiatives - NABARD & SHG – Bank Linkup & Programs- – Governance and the constitution of the Board of various forms of MFIs – Intermediaries for Microfinance –State sponsored Organizations.

UNIT V ISSUES, TRENDS AND FRONTIERS OF MICROFINANCE & SMALL FINANCE BANKS 9

Issue – Role of Technology-Strategic issues in Microfinance: Sustainability - opening new markets – Gender issues -Role of small finance banks in financial literacy - Licensing small finance banks in the private sector - operating guidelines for small finance banks - small finance banks and financial inclusion - types of customers for small finance banks..

TOTAL: 45 PERIODS**OUTCOME :**

- Possess good knowledge in micro finance management.

TEXTBOOKS

1. Indian Institute of Banking and Finance, Micro finance: Perspectives and Operations, Macmillan India Limited, 2011.
2. Beatriz and Jonathan, The Economics of Microfinance, Prentice Hall of India,2010.

REFERENCES

1. www. microfinancesummit.org.

OBJECTIVES :

Enables student to

- Understand the nuances of stock market operations.
- Understand the techniques involved in deciding upon purchase or sale of securities.

UNIT I INVESTMENT SETTING 8

Financial and economic meaning of Investment – Characteristics and objectives of Investment – Types of Investment – Investment alternatives – Choice and Evaluation – Risk and return concepts.

UNIT II SECURITIES MARKETS 10

Financial Market - Segments – Types - - Participants in financial Market – Regulatory.

Environment, Primary Market – Methods of floating new issues, Book building – Role of primary market – Regulation of primary market, Stock exchanges in India – BSE, OTCEI , NSE, ISE, and Regulations of stock exchanges – Trading system in stock exchanges –SEBI.

UNIT III FUNDAMENTAL ANALYSIS 9

Economic Analysis – Economic forecasting and stock Investment Decisions – Forecasting techniques. Industry Analysis : Industry classification, Industry life cycle – Company Analysis Measuring Earnings – Forecasting Earnings – Applied Valuation Techniques – Graham and Dodds investor ratios.

UNIT IV TECHNICAL ANALYSIS 9

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

UNIT V PORTFOLIO MANAGEMENT 9

Portfolio analysis – Portfolio Selection –Capital Asset Pricing model – Portfolio Revision Portfolio Evaluation – Mutual Funds.

TOTAL: 45 PERIODS

OUTCOME :

- Become a good investment analyst.

REFERENCES :

1. Donald E.Fischer & Ronald J.Jordan, Security Analysis & Portfolio Management, PHI Learning., New Delhi, 8th edition, 2011.
2. Prasannachandra, Investment analysis and Portfolio Management, Tata McGraw Hill, 2011.
3. Reilly & Brown, Investment Analysis and Portfolio Management, Cengage, 10th edition, 2016.
4. S. Kevin , Securities Analysis and Portfolio Management , PHI Learning , 2012.

OBJECTIVE :

- Enable students to acquire techniques of evaluating strategic investment decisions understand the causes of prediction modes of financial distress.

UNIT I	INVESTMENT DECISIONS	9
Project Investment Management Vs Project Management – Introduction to profitable projects – evaluation of Investment opportunities – Investment decisions under conditions of uncertainty – Risk analysis in Investment decision – Types of investments and disinvestments.		
UNIT II	CRITICAL ANALYSIS OF APPRAISAL TECHNIQUES	10
Significance of Information and data bank in project selections – Investment decisions under capital constraints – capital rationing, Portfolio – Portfolio risk and diversified projects.		
UNIT III	STRATEGIC ANALYSIS OF SELECTED INVESTMENT DECISIONS	10
Lease financing – Lease Vs Buy decision – Hire Purchase and installment decision – Hire Purchase Vs Lease Decision – Mergers and acquisition – Cash Vs Equity for mergers.		
UNIT IV	FINANCING DECISIONS	8
Capital Structure – Capital structure theories – Capital structure Planning in Practice.		
UNIT V	FINANCIAL DISTRESS	8
Consequences, Issues, Bankruptcy, Settlements, reorganization and Liquidation in bankruptcy.		

TOTAL: 45 PERIODS**OUTCOME :**

- Possess good knowledge in techniques for making strategic investment decision and tackling financial distress

REFERENCES:

1. Prasanna Chandra, Financial Management, Tata McGraw Hill, 9th Edition, 2012.
2. Prasanna Chandra, Projects : Planning, Analysis, Financing Implementation and Review, TMH, New Delhi, 2011.
3. Bodie, Kane, Marcus: Investment, Tata McGraw Hill, New Delhi, 2010.
4. Brigham E. F & Houston J.F. Financial Management, Thomson Publications, 9 th edition, 2010.
5. M. Pandey, Financial Management, Vikas Publishing House, 10th edition, 2010.
6. M. Y. Khan and P. K. Jain, Financial Management Text and Problems, Tata McGraw Hill Publishing Co, 2011.

Website of IDBI Related to Project Finance

OBJECTIVE :

- To explore contemporary knowledge and gain a conceptual understanding of industrial relations.

UNIT I INDUSTRIAL RELATIONS**7**

Concepts – Importance – Industrial Relations problems in the Public Sector – Growth of Trade Unions – Codes of conduct.

UNIT II INDUSTRIAL CONFLICTS**12**

Disputes – Impact – Causes – Strikes – Prevention – Industrial Peace – Government Machinery – Conciliation – Arbitration – Adjudication.

UNIT III LABOUR WELFARE**8**

Concept – Objectives – Scope – Need – Voluntary Welfare Measures – Statutory Welfare Measures – Labour – Welfare Funds – Education and Training Schemes.

UNIT IV INDUSTRIAL SAFETY**9**

Causes of Accidents – Prevention – Safety Provisions – Industrial Health and Hygiene – Importance – Problems – Occupational Hazards – Diseases – Psychological problems – Counseling – Statutory Provisions.

UNIT V WELFARE OF SPECIAL CATEGORIES OF LABOUR**9**

Child Labour – Female Labour – Contract Labour – Construction Labour – Agricultural Labour – Differently abled Labour – BPO & KPO Labour - Social Assistance – Social Security – Implications.

TOTAL: 45 PERIODS**OUTCOME :**

- Students will know how to resolve industrial relations and human relations problems and promote welfare of industrial labour.

REFERENCES :

1. Mamoria C.B. and Sathish Mamoria, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2007.
2. Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj. Industrial relations & Labour Laws. Tata McGraw Hill. 2012
3. Ratna Sen, Industrial Relations in India, Shifting Paradigms, Macmillan India Ltd., New Delhi, 2007. 2. C.S.Venkata Ratnam, Globalisation and Labour Management Relations, Response Books, 2007.
4. Srivastava, Industrial Relations and Labour laws, Vikas, 2007.
5. P.N.Singh, Neeraj Kumar. Employee relations Management. Pearson. 2011.
6. P.R.N Sinha, Indu Bala Sinha, Seema Priyadarshini Shekhar. Industrial Relations, Trade Unions and Labour Legislation. Pearson. 2004.

OBJECTIVES:

- To help the students to gain knowledge about the concepts of change management and to acquire the skills required to manage any change effectively.
- To understand the concept and techniques of OD and to enable the skills for the application of OD in organizations.

UNIT I ORGANIZATIONAL DESIGN**9**

Organizational Design – Determinants – Components – Types - Basic Challenges of design – Differentiation, Integration, Centralization, Decentralization, Standardization, Mutual adjustment - Mechanistic and Organic Structures- Technological and Environmental Impacts on Design- Importance of Design – Success and Failures in design - Implications for Managers.

UNIT II ORGANIZATIONAL CHANGE**9**

Meaning, Nature, Forces for change- change agents-Evolutionary and revolutionary change- Change process-Types and forms of change- Models of change- Lewis' force field model, systems model, action research model

UNIT III RESISTANCE TO CHANGE AND CHANGE PROGRAMS**9**

Resistance to change – individual factors – organizational factors – techniques to overcome change- Change programs – effectiveness of change programs –job redesign

UNIT IV ORGANIZATIONAL DEVELOPMENT**9**

OD –Introduction- evolution- basic values and assumptions- foundations of OD- Process of OD- Organizational diagnostic models- Need- Techniques of organizational diagnostic models- questionnaire, interview, workshop, task-force- collecting, analyzing- feedback of diagnostic information.

UNIT V OD INTERVENTION**9**

Human process interventions-Individual, group and inter-group human relations- structure and technological interventions- strategy interventions – sensitivity training – survey feedback, process consultation – team building – inter-group development – innovations – learning organizations.

TOTAL: 45 PERIODS**OUTCOMES :**

- Students will understand as how to manage change effectively in an organization and it helps in understanding the Organizational development and its interventions.

REFERENCES :

1. French & Bell: Organisational Development, McGraw-Hill, 2005.
2. Wendell L. French, Cecil H. Bell, Jr, Veena Vohra - Organization Development : Behavioral Science Interventions for Organizational Improvement, Sixth Edition 2017.
3. Rajiv Shaw: Surviving Tomorrow: Turnaround Strategies In Organisational Design And Development, Vikas Publishing House.
4. Thomas G. Cummings, Christopher G. Worley: Organisation Development And Change, Thomson Learning.
5. S. Ramnarayan, T. Venkateswara Rao, Kuldeep Singh: Organization Development: Interventions And Strategies, Sage Publications
6. Organization Development, behavioral science interventions for Organization Improvement, Wendell French, Cecil H.Bell, Veena, Jr, Pearson, PHI
7. Change & Knowledge Management-R.L. Nandeshwar, Bala Krishna Jayasimha, Excel Books, 1st Ed.
8. Management of Organizational Change – K Harigopal – Response BOOKS, 2001
9. Organizational, Design, and Change-Gareth R. Jones, 5th Edition, Pearson Education.

OBJECTIVE :

- To study how people view themselves and others, how people interact, influence and act when they are a part of a group..

UNIT I INTRODUCTION TO SOCIAL PSYCHOLOGY 6

Social Psychology – Origin and development – Social behavior and social thought – Applications in society and business.

UNIT II PERCEIVING AND UNDERSTANDING OTHERS 9

Social perception – Nonverbal communication – Attribution – Impression formation and impression management.

UNIT III COGNITION IN THE SOCIAL WORLD 10

Self, Self Esteem, self efficacy & Social Comparison , Social cognition – Schemas – Heuristics – Errors – Attitudes & Behaviour – Persuasion – Cognitive dissonance

UNIT IV INTERPERSONAL RELATIONS 10

Social identity – Prejudice – Discrimination – Aggression – Interpersonal attraction and Personal Relationships.

UNIT V APPLIED SOCIAL PSYCHOLOGY 10

Social Influence – Conformity – Compliance – Social Influence - Prosocial behaviour – Behaviour in Groups – Social Psychology and Health

TOTAL: 45 PERIODS**OUTCOME :**

- Students will gain knowledge on self, dynamics of intergroup relationships, conflict and cooperation and relationship between the individual and society.

REFERENCES :

1. Baron, Byrne and Branscombe, Mastering Social Psychology, 12th Edition, Pearson, 2007.
2. Baron and Branscombe, Social Psychology, 14th Edition, 2017, Pearson.
3. Myers, Sahajpal and Behera, Social Psychology, Tata McGraw Hill, 10th Edition, 2017..
4. Taylor, Peplau and Sears, Social Psychology, 12th Edition, 2006, Pearson Education.
5. Myers and Twenge, Social Psychology, 2018, McGraw Hill.
5. Aronson, Wilson, Akert and Sommers, Social Psychology, 2017, Pearson.

OBJECTIVE :

- To help students understand the transformation in the role of HR functions from being a support function to strategic function.

UNIT I CONTEXT OF SHRM**9**

SHRM - SHRM models - strategic HRM vs Traditional HRM - Barriers to Strategic HR- Adopting an Investment Perspective - Understanding and Measuring Human capital - Human side of corporate strategies - strategic work redesign - Strategic Capability - Bench Marking

UNIT II HUMAN RESOURCE DEVELOPMENT**9**

Meaning – Strategic framework for HRM and HRD – Vision, Mission and Values – Importance – Challenges to Organisations – 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 –HRD Audit.

UNIT III E-HRM**9**

e- Employee profile– e- selection and recruitment - Virtual learning and Orientation – e - training and development – e-learning strategies- e- Performance management - and Compensation design - Use of mobile applications in HR functions– Development and Implementation of HRIS – Designing HR portals – Issues in employee privacy – Employee surveys online.

UNIT IV CAREER & COMPETENCY DEVELOPMENT**9**

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 & COUNSELING**9**

Need for Coaching – Role of HR in coaching – Coaching and Performance – Skills for Effective Coaching – Coaching Effectiveness– Need for Counseling – Role of HR in Counseling - Components of Counseling Programs – Counseling Effectiveness – Employee Health and Welfare Programs

TOTAL: 45 PERIODS**OUTCOME :**

- Students will have a better understanding of the tools and techniques used by organizations to meet current challenges.

REFERENCES :

1. Randy L. Desimone, Jon M. Werner – David M. Mathis, Human Resource Development, Cengage Learning, 2007.
2. Jeffrey A Mello, Strategic Human Resource Management, Cengage Learning, 3rd edition, 2011.
3. Paul Boselie. Strategic Human Resource Management. Tata McGraw Hill. 2011
4. Robert L. Mathis and John H. Jackson, Human Resource Management, Cengage Learning, 2007.
5. Pulak Das. Strategic Human Resource Management- A Resource Driven Perspective- Cengage Learning 4th Indian Reprint- 2013.
6. Teresa Torres Coronas & Mario Arias Olivia. e-Human Resource Management- Managing Knowledge People- Idea Group Publishing, 2005.
7. Randall S Schuler and Susan E Jackson. Strategic Human Resource Management. Wiley Publications- 2007.

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STRESS MANAGEMENT

L T P C
3 0 0 3

OBJECTIVE :

- To provide a broad physical, social and psychological understanding of human stress. The main focus is on presenting a broad background of stress research.

UNIT I UNDERSTANDING STRESS

6

Meaning – Symptoms – Works Related Stress – Individual Stress – Reducing Stress – Burnout.

UNIT II COMMON STRESS FACTORS TIME & CAREER PLATEAUIING

12

Time Management – Techniques – Importance of planning the day – Time management schedule – Developing concentration – Organizing the Work Area – Prioritizing – Beginning at the start – Techniques for conquering procrastination – Sensible delegation – Taking the right breaks – Learning to say „No“.

UNIT III CRISIS MANAGEMENT

10

Implications – People issues – Environmental issues –Psychological fall outs – Learning to keep calm – Preventing interruptions – Controlling crisis – Importance of good communication – Taking advantage of crisis – Pushing new ideas – Empowerment.

UNIT IV WORK PLACE HUMOUR

5

Developing a sense of Humour – Learning to laugh – Role of group cohesion and team spirit – Using humour at work – Reducing conflicts with humour.

UNIT V SELF DEVELOPMENT

12 Improving Personality – Leading with Integrity – Enhancing Creativity – Effective decision Making – Sensible Communication – The Listening Game – Managing Self – Meditation for peace – Yoga for Life.

TOTAL: 45 PERIODS

OUTCOME :

- Students will be able to understand the management of work related stress at an individual and organizational level and will help them to develop and implement effective strategies to prevent and manage stress at work.

REFERENCES :

1. Cooper, Managing Stress, Sage, 2011
2. Waltschafer, Stress Management ,Cengage Learning, 4th Edition 2009.
3. Jeff Davidson, Managing Stress, Prentice Hall of India, New Delhi, 2012.
4. Juan R. Alascal, Brucata, Laurel Brucata, Daisy Chauhan. Stress Mastery. Pearson
5. Argyle. The Psychology of Happiness. Tata McGraw Hill. 2012
6. Bartlet. Stress – Perspectives & Process. Tata McGraw Hill. 2012.

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CLOUD COMPUTING

L T P C
3 0 0 3

OBJECTIVE :

- To expose the students to the frontier areas of Cloud Computing
- To provide an in-depth and comprehensive knowledge of the Cloud Computing fundamental issues, technologies, applications and implementations.
- To shed light on the Security issues in Cloud Computing
- To introduce about the Cloud Standards.

UNIT I	HISTORY OF CLOUD COMPUTING	9
History of Centralized and Distributed Computing - Overview of Distributed Computing, Cluster computing, Grid computing. Technologies for Network based systems- System models for Distributed and cloud computing- Software environments for distributed systems and clouds.		
UNIT II	INTRODUCTION TO CLOUD COMPUTING	9
Introduction to Cloud Computing- Cloud issues and challenges - Properties - Characteristics - Service models, Deployment models. Cloud resources: Network and API - Virtual and Physical computational resources - Data-storage. Virtualization concepts - Types of Virtualization- Introduction to Various Hypervisors - High Availability (HA)/Disaster Recovery (DR) using Virtualization, Moving VMs .		
UNIT III	CLOUD COMPUTING APPLICATIONS	9
Cloud Programming and Software Environments – Parallel and Distributed Programming paradigms – Cloud Platforms – Emerging Cloud software Environment.		
UNIT IV	CLOUD SECURITY	9
Cloud Access: authentication, authorization and accounting - Cloud Provenance and meta-data - Cloud Reliability and fault-tolerance - Cloud Security, privacy, policy and compliance- Cloud federation, interoperability and standards.		
UNIT V	GOVERNANCE AND THE FUTURE OF CLOUD	9
Organizational Readiness and Change Management in the Cloud Age, Legal Issues in Cloud Computing, Achieving Production Readiness for Cloud Services, How Cloud Will Change Operating Systems, Future of Cloud TV & Cloud-Based Smart Devices, Cloud and Mobile, Home-Based Cloud Computing		

TOTAL: 45 PERIODS

OUTCOMES :

- Articulate the main concepts, key technologies, strengths and limitations of cloud computing
- Identify the architecture and infrastructure of cloud computing, including SaaS, PaaS, IaaS, public cloud, private cloud, hybrid cloud, etc.
- Understand the core issues of cloud computing such as security, privacy.

REFERENCES :

1. Kai Hwang, Geoffrey C. Fox and Jack J. Dongarra, Distributed and cloud computing from Parallel Processing to the Internet of Things, Morgan Kaufmann, Elsevier, 2012
2. Rajkumar Buyya, James Broberg and Andrzej Goscinski, Cloud Computing – Principles and Paradigms, John Wiley & Sons, 2011
3. Kris Jamsa, Cloud Computing, Jones & Bartlett Learning, 2013
4. Kumar Saurabh, Cloud Computing – Insights into new era infrastructure, Wiley India, 2nd Edition, 2012
5. Barrie Sosinsky, “ Cloud Computing Bible” John Wiley & Sons, 2011
6. Tim Mather, Subra Kumaraswamy, and Shahed Latif, Cloud Security and Privacy An Enterprise Perspective on Risks and Compliance, O'Reilly 2009

OBJECTIVE:

- To know the BI as expert information, knowledge and technologies efficient in the management of organizational and individual business.

UNIT I DECISION SUPPORT AND BUSINESS INTELLIGENCE 9

Changing Business environments and computerized decision support, managerial decision making and support for decision making - DSS concept and framework Business intelligence - Major tools and techniques of managerial decision support - BI architectures.

UNIT II ESSENTIALS OF BUSINESS INTELLIGENCE 9

Origins and drivers of business intelligence, successful BI implementation, characteristics of BI-Architecting the Data, Enterprise Data Model and its Benefits, Granularity of Data in Data Warehouse and Role of Metadata.

UNIT – III ADVANCED DATA WAREHOUSING PRINCIPLES 9

Data warehousing architectures, DW development, real time DW and DW Administration and security issues-Visualization of Dimension model-Star, snowflake and other advanced models-Aggregated Fact tables -Relational DBMS Support for Dimensional Modeling- Advanced Topics in Dimensional Modeling - Selecting a Modeling Tool - Populating Data Warehouse.

UNIT – IV DIMENSIONAL MODELING IN BI ENVIRONMENT 9

Dimensional Modeling - Modeling considerations -Dimensional model design life cycle - Case studies - Business Analytics and data Visualization - Business analytics overview, reports and queries, Advanced business analytics, data visualization, Real time BI, Business analytics and web intelligence - Structure of mathematical models for decision support and visual interactive simulation.

UNIT – V BUSINESS PERFORMANCE MANAGEMENT 9

Business Intelligence Applications: Marketing models, Logistic and production models and Data Development analysis.

TOTAL: 45 PERIODS**OUTCOME:**

Students will be able to

- Explain the concepts of decision support and framework for Business Intelligence
- Identify the practical implications and functions of BI
- Describe dimensional modelling and analytics involved in BI

REFERENCES

1. Ramesh Sharda, Dursun Delen and Efraim Turban, Business Intelligence: A Managerial Perspective on Analytics, 3rd edition, Pearson Education, 2017
2. Carlo Verzellis, Business Intelligence: Data Mining and Optimization for Decision Making, Wiley, 2013
3. Cindi Howson, Successful Business Intelligence, 2nd Edition, McGraw Hill Education, 2017
4. Daniel J. Power, Ciara Heavin, Decision Support, Analytics and Business Intelligence, 3rd edition, Business Expert Press, 2017

OBJECTIVES :

- To understand the components of DSS and IS.
- To know the appropriate model to be used for a problem.

UNIT I INTRODUCTION**9**

Management Support systems, Decision making, Models, DSS Overview, Data, Model, Knowledge Management system.

UNIT II DATA AND MODEL MANAGEMENT SYSTEMS**9**

Data Collection, Data Warehousing, Data Mining, Data visualization, Modeling, Static and dynamic, Optimization, Heuristic, Simulation, Multidimensional modeling.

UNIT III GSS, ENTERPRISE DSS, KMS**9**

Group support system, Technologies, Enterprise DSS, Knowledge management methods, Technologies, Tools.

UNIT IV KNOWLEDGE BASED DSS**9**

Artificial Intelligence, Expert System, Knowledge Acquisition and validation, Knowledge representation, Inference techniques.

UNIT V ADVANCED INTELLIGENT SYSTEMS**9**

Neural Computing, Fuzzy Logic, Intelligent Agents, Implementation, Integration, Intelligent DSS.

TOTAL: 45 PERIODS**OUTCOME :**

To be equipped with Knowledge of designing DSS/IS for specific problems.

REFERENCES :

1. Efraim Turban and Jay E. Aronson, Decision Support System and Intelligent Systems, Prentice Hall International, 9th Edition 2010
2. Janakiraman V. S and Sarukesi K, Decision Support Systems, Prentice Hall of India, 6th Printing 2006
3. Lofti, Decision Support System and Management, McGraw Hill Inc, International Edition, New Delhi 1996.
4. Marakas, Decision Support System, Prentice Hall International, Paperback Edition, New Delhi, 2003

OBJECTIVE:

- To understand the practices and technology to start an online business.

UNIT I INTRODUCTION TO E-BUSINESS 9

E-business, e-business vs e-commerce, Economic forces – advantages – myths – e-business models, design, develop and manage e-business, Web 2.0 and Social Networking, Mobile Commerce, S-commerce

UNIT II TECHNOLOGY INFRASTRUCTURE 9

Internet and World Wide Web, internet protocols - FTP, intranet and extranet, information publishing technology- basics of web server hardware and software.

UNIT III BUSINESS APPLICATIONS 9

Consumer oriented e-business – e-tailing and models - Marketing on web – advertising, e-mail marketing, affiliated programs - e-CRM; online services, Business oriented e-business, e-governance, EDI on the internet, Delivery management system, Web Auctions, Virtual communities and Web portals – social media marketing

UNIT IV e-BUSINESS PAYMENTS AND SECURITY 9

E-payments - Characteristics of payment of systems, protocols, e-cash, e-cheque and Micro payment systems- internet security – cryptography – security protocols – network security.

UNIT V LEGAL AND PRIVACY ISSUES 9

Legal, Ethics and privacy issues – Protection needs and methodology – consumer protection, cyber laws, contracts and warranties, Taxation and encryption policies.

TOTAL: 45 PERIODS**OUTCOME:**

- To know how to build and manage an e-business.

REFERENCES :

- Harvey M.Deitel, Paul J.Deitel, Kate Steinbuhler, e-business and e-commerce for managers, Pearson, 2011.
- Efraim Turban, Jae K. Lee, David King, Ting Peng Liang, Deborrah Turban, Electronic Commerce –A managerial perspective, Pearson Education Asia, 2010.
- Parag Kulkarni, Sunita Jahirabadkao, Pradeep Chande, e business, Oxford University Press, 2012.
- Bharat Bhasker, Electronic Commerce – Frame work technologies and Applications, 3rd Edition. Tata McGrawHill Publications, 2009
- Kamlesh K.Bajaj and Debjani Nag, Ecommerce- the cutting edge of Business, Tata McGrawHill Publications, 7th reprint, 2009.

OBJECTIVE :

- To know how to design and maintain knowledge management system.

UNIT I INTRODUCTION 9

Knowledge management theory and practice, Major approaches to KM cycle, Zack, Bukowitz and Williams, McElroy, Wiig, Integrated cycle.

UNIT II KNOWLEDGE MANAGEMENT MODELS 9
Major theoretical KM models, Von Krogh and Ros, Nonaka and Takeuchi, Choo sense-making KM model, Wiig model, Boisot I-space, Complex Adaptive System models, Tacit and Explicit knowledge capture.

UNIT III KM TOOLS STRATEGY AND METRICS 9
Knowledge acquisition and creation tools, Sharing and Dissemination tools, KM strategy, Knowledge audit, Gap analysis, KM metrics, Benchmarking, Balanced scorecard, House of Quality method.

UNIT IV KM IN ORGANISATION 9
Organisational culture, Organisational maturity models, KM team, Ethics of KM, future Challenges for KM, Research issues, Knowledge application at individual, group and organisational levels, Knowledge reuse, Knowledge repositories.

UNIT V KNOWLEDGE LEADERSHIP 9
Knowledge Leadership styles, Knowledge alignment with business strategies, Pragmatic knowledge development, Balancing knowledge and business management systems, Constructing knowledge infrastructure.

TOTAL: 45 PERIODS

OUTCOME:

- Knowledge of components in KMS and how to use in business environment for effective decision making

REFERENCES :

1. Kimiz Dalkir, Knowledge Management in Theory and Practice, Butterworth – Heinemann 2011.
2. Irma Becerra-Fernandez and Rajiv Sabherwal, Knowledge Management: Systems and Processes, Routledge, 2n edition, 2014.
3. Anthony J. Rhem, Knowledge Management in Practice, Auerbach Publications, 2016.
4. Kimiz Dalkir, Knowledge Management in Theory and Practice, The MIT Press, 3rd edition, 2017.
5. Parag Kulkarni, Sunita Jahirabadkao, Pradeep Chande, e business, Oxford University Press, 2012.
6. Bharat Bhasker, Electronic Commerce – Frame work technologies and Applications, 3rd Edition. Tata McGrawHill Publications, 2009.
7. Kamlesh K.Bajaj and Debjani Nag, Ecommerce- the cutting edge of Business, Tata McGrawHill Publications, 7th reprint, 2009.

MI7024 SOFTWARE PROJECT AND QUALITY MANAGEMENT L T P C
3 0 0 3

OBJECTIVES :

- To create an understanding on methodologies, tools, techniques, metrics, quality and risk issues in software project management.
- To provide the knowledge and necessary skills for taking up quality related task in Software projects.

UNIT I SPM CONCEPTS 9
Definition – components of SPM – challenges and opportunities – tools and techniques – managing human resource and technical resource – costing and pricing of projects – training and development – project management techniques.

UNIT II SOFTWARE MEASUREMENTS **9**
Monitoring & measurement of SW development – cost, size and time metrics – methods and tools for metrics – issues of metrics in multiple projects.

UNIT III SOFTWARE QUALITY AND RISK ISSUES **9**
Quality in SW development – quality assurance – quality standards and certifications. The risk issues in SW development and implementation – identification of risks – resolving and avoiding risks – tools and methods for identifying risk management.

UNIT IV QUALITY PLANNING **9**
Planning Concepts- Integrating Business and Quality Planning- Prerequisites to Quality Planning- The Planning Process. Define, Build, Implement and Improve Processes: Process Management Concepts- Process Management Processes.

UNIT V QUALITY CONTROL PRACTICES **9**
Testing Concepts- Developing Testing Methodologies- Verification and Validation Methods- Software Change Control- Defect Management. Metrics and Measurement: Measurement Concepts- Measurement in Software- Variation and Process Capability- Risk Management- Implementing a Measurement Program.

TOTAL: 45 PERIODS

OUTCOME:

- Students will be having knowledge on Software Project and Quality Management.

REFERENCES

1. Roger S. Pressman, Software Engineering A Practitioners Approach, McGraw Hill International Edition, New Delhi, 7th Edition, 2010
2. Richard H. Thayer (Edited), Software Engineering Project Management, IEEE, John Wiley & Sons, 2nd edition, 2000
3. Bob Hughes, Mike Cotterell and Rajib Mall, Software Project Management, McGraw Hill Publishing Company, 6th Edition, 2017
4. Alan Gillies, Software Quality – Theory and Management, Thomson Learning, 3rd edition, 2011.
5. Stephen Kan, Metrics and Models in Software Quality Engineering, Pearson Education Asia, 8th Impression 2009.

MI7025

LOGISTICS MANAGEMENT

L T P C
3 0 0 3

OBJECTIVE :

- To learn the need and importance of logistics in product flow.

UNIT I INTRODUCTION **9**
Definition and Scope of Logistics – Functions & Objectives – Customer Value Chain – Service Phases and attributes – Value added logistics services – Role of logistics in Competitive strategy – Customer Service.

UNIT II DISTRIBUTION CHANNELS AND OUTSOURCING LOGISTICS **9**
Distribution channel structure - channel members, channel strategy, role of logistics and support in distribution channels. Logistics requirements of channel members; Logistics outsourcing – catalysts, benefits, value proposition, . 3PL, 4PL, 5PL, 6PL.

UNIT III TRANSPORTATION AND PACKAGING **9**
Transportation System – Evolution, Infrastructure and Networks. Freight Management – Vehicle Routing – Containerization; Modal Characteristics - Inter-modal Operators and Transport

Economies; International Logistics -objectives, importance in global economy, Characteristics of global supply chains, Incoterms. Selection of service provider; Packaging- Design considerations, Material and Cost. Packaging as Unitisation. Consumer and Industrial Packaging.

UNIT IV PERFORMANCE MEASUREMENT AND COSTS 9

Performance Measurement – Need, System, Levels and Dimensions. Internal and External Performance Measurement. Logistics Audit. Total Logistics Cost – Concept, Accounting Methods: Cost – Identification, Time Frame and Formatting.

UNIT V CURRENT TRENDS 9

Logistics Information Systems – Need, Characteristics and Design. E-Logistics – Structure and Operation. Logistics Resource Management eLRM. Automatic Identification Technologies; Reverse Logistics – Scope, design and as a competitive tool. Global Logistics – Operational and Strategic Issues, ocean and air transportation. Strategic logistics planning; Green Logistics.

TOTAL: 45 PERIODS

OUTCOME :

- To enable an efficient method of moving products with optimization of time and cost.

REFERENCES :

1. Bowersox Donald J, Logistics Management – The Integrated Supply Chain Process, Tata McGraw Hill, 2010
2. Sople Vinod V, Logistics Management – The Supply Chain Imperative, Pearson Education, 3rd Edition, 2012.
3. Coyle et al., The Management of Business Logistics, Thomson Learning, 7th Edition, 2004.
4. Ailawadi C Sathish & Rakesh Singh, Logistics Management, PHI, 2005.
5. Bloomberg David J et al., Logistics, Prentice Hall India, 2005.
6. Pierre David, International Logistics, Biztantra, 2003.
7. Ronald H. Ballou, Business Logistics and Supply Chain Management, Pearson Education, 5th Edition, 2007

MI7026

MATERIALS MANAGEMENT

**L T P C
3 0 0 3**

OBJECTIVE :

- To understand why materials management should be considered for profit in operations

UNIT I INTRODUCTION 9

Operating environment-aggregate planning-role, need, strategies, costs techniques, approaches-master scheduling-manufacturing planning and control system-manufacturing resource planning-enterprise resource planning-making the production plan

UNIT II MATERIALS PLANNING 9

Materials requirements planning-bill of materials-resource requirement planning-manufacturing resource planning-capacity management-scheduling orders-production activity control-codification.

UNIT III INVENTORY MANAGEMENT 9

Policy Decisions-objectives-control -Retail Discounting Model, Newsvendor Model; EOQ and EBQ models for uniform and variable demand With and without shortages -Quantity discount models. Probabilistic inventory models.

UNIT IV PURCHASING MANAGEMENT 9

Establishing specifications-selecting suppliers-price determination-forward buying-mixed buying strategy-price forecasting-buying seasonal commodities-purchasing under uncertainty-demand management-price forecasting-purchasing under uncertainty-purchasing of capital equipment-international purchasing

UNIT V WAREHOUSE MANAGEMENT**9**

Warehousing functions – types - Stores management-stores systems and procedures-incoming materials control-stores accounting and stock verification-Obsolete, surplus and scrap-value analysis-material handling-transportation and traffic management -operational efficiency-productivity-cost effectiveness-performance measurement

TOTAL: 45 PERIODS**OUTCOME :**

- Student gain knowledge on effective utilisation of materials in manufacturing and service organisation

REFERENCES :

1. J.R.Tony Arnold, Stephen N. Chapman, Lloyd M. Clive, Materials Management, Pearson, 2012.
2. P. Gopalakrishnan, Purchasing and Materials Management, Tata McGraw Hill, 2012
3. A.K.Chitale and R.C.Gupta, Materials Management, Text and Cases, PHI Learning, 2nd Edition, 2006
4. A.K.Datla, Materials Management, Procedure, Text and Cases, PHI Learning, 2nd Edition, 2006
5. Ajay K Garg, Production and Operations Management, Tata McGraw Hill , 2012
6. Ronald H. Ballou and Samir K. Srivastava, Business Logistics and Supply Chain Management, Pearson education,Fifth Edition.
7. S. N. Chary, Production and Operations Management, Tata McGraw Hill , 2012

MI7027**PRODUCT DESIGN**

L	T	P	C
3	0	0	3

OBJECTIVE :

- To understand the application of structured methods to develop a product.

UNIT I PRODUCT DESIGN & DEVELOPMENT**9**

Product design & development - characteristics, duration and cost, challenges; Development Process - Generic Process, Concept development, Adapting to product types; Product Planning - Process, Understanding customer need, Product Specification; Concept Generation Evaluation - decay curve, cost expenditure curve; Technology Life Cycle; Disruptive Technologies.

UNIT II PRODUCT CONCEPT**9**

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

UNIT III PRODUCT DATA MANAGEMENT**9**

PDM - concept and benefits, functions, Product data and workflow, Product reliability, CIM data, Architecture of PDM systems, Product data interchange, Portal integration, PDM acquisition and implementation; Product Life Cycle management - strategy, Change management for PLM.

UNIT IV DESIGN TOOLS**9**

Design Approaches - Industrial Design, Design for Manufacturing, Value Engineering, Ergonomics, Robust Design, Design for Excellence; Collaborative Product development-Prototyping, failure rate curve, product use testing-Product development economics, scoring model, financial analysis.

UNIT V PATENTS**9**

Intellectual Property and Patents -Definitions, Patent Searches, Application, Patent Ownership and Transfer, Patent Infringement, New Developments and International Patents.

TOTAL : 45 PERIODS

OUTCOME

- Student gains knowledge on how a product is designed based on the needs of a customer.

REFERENCES :

1. Karl T. Ulrich, Steven D. Eppinger, Anita Goyal Product Design and Development, Tata McGraw – Hill, Fourth Edition, reprint 2009.
2. Kenneth B.Kahn, New Product Planning, Sage, 2010.
3. A.K. Chitale and R.C. Gupta, Product Design and Manufacturing, PHI, 2008.
4. Deborah E. Bouchoux, Intellectual Property Rights, Delmar, Cengage Learning, 2005.
5. Michael Grieves, Product Life Cycle Management, Tata McGraw Hill , 2006.

MI7028

PROJECT MANAGEMENT

L T P C
3 0 0 3

OBJECTIVE :

- To learn the fundamental principles and practices of managing projects.

UNIT I INTRODUCTION TO PROJECT MANAGEMENT 9

Project Management – Definition –Goal - Lifecycles. Project Environments. Project Manager – Roles- Responsibilities and Selection.

UNIT II PLANNING, BUDGETING AND RISK MANAGEMENT 9

The Planning Process – Work Break down Structure. Cost Estimating and Budgeting - Process, Summaries, schedules and forecasts. Managing risks - concepts, identification, assessment and response planning.

UNIT III SCHEDULING & RESOURCE ALLOCATION 9

PERT & CPM Networks - Project durations and floats - Crashing – Resource loading and leveling. Simulation for resource allocation. Goldratt's Critical Chain.

UNIT IV PROJECT ORGANISATION & CONFLICT MANAGEMENT 9

Formal Organisation Structure – Organisation Design – Types of project organizations. Conflict – Origin & Consequences. Project Teams. Managing conflict – Team methods for resolving conflict.

UNIT V CONTROL AND COMPLETION 9

Project Control – Process, Monitoring, Internal and External control, Performance analysis, Performance Index Monitoring. Project Evaluation, Reporting and Termination. Project success and failure - Lessons.

TOTAL: 45 PERIODS

OUTCOME :

- To apply project management principles and practices in business situations to effectively manage projects.

REFERENCES :

1. John M. Nicholas, Project Management for Business and Technology - Principles and Practice, Second Edition, Pearson Education, 2006.
2. Clifford Gray and Erik Larson, Project Management, Tata McGraw Hill Edition, 2005.
3. Gido and Clements, Successful Project Management, Second Edition, Thomson Learning, 2003.
4. Samuel J.M., Jack R.M., Scott M.S., Margaret M.S., and Gopalan M.R., Project Management, First Indian edition, Wiley-India, 2006.
5. Harvey Maylor, Project Management, Third Edition, Pearson Education, 2006.

OBJECTIVE :

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

UNIT I INTRODUCTION**9**

Services – Importance, role in economy, service sector – nature, growth. Nature of services - distinctive characteristics, Service Package, Service classification, service-dominant logic, open-systems view. Service Strategy –Strategic service vision, competitive environment, generic strategies, winning customers; Role of information technology; stages in service firm competitiveness.

UNIT II SERVICE DESIGN**9**

New Service Development – Design elements – Service Blue-printing - process structure – generic approaches. Service Encounter – triad, creating service orientation, service profit chain; Front-office Back-office Interface– service decoupling. Technology in services – self-service, automation, e-commerce, e-business, technology innovations.

UNIT III SERVICE QUALITY**9**

Service Quality- Dimensions, Service Quality Gap Model; Measuring Service Quality – SERVQUAL, Walk-through Audit, Quality service by design , Service Recovery, Service Guarantees. Process Improvement –productivity improvement - DEA, quality tools, benchmarking, Quality improvement programs.

UNIT IV SERVICE FACILITY**9**

Supporting facility -Service scapes, Facility design – nature, objectives, process analysis, Service facility layout. Service Facility Location – considerations, facility location techniques – metropolitan metric, Euclidean, centre of gravity, retail outlet location, location set covering problem. Vehicle routing and Scheduling.

UNIT V MANAGING CAPACITY AND DEMAND**9**

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

TOTAL: 45 PERIODS**OUTCOME :**

- To design and operate a service business using the concepts, tools and techniques of service operations management.

REFERENCES :

1. James A. Fitzsimmons, Mona J, Fitzsimmons, Sanjeev Bordoloi, Service Management – Operations, Strategy, Information Technology, McGraw-Hill Education – 8th Edition 2018.
2. Richard D. Metters, Successful Service Operations Management, Cengage Learning, 2nd Edition, 2012.
3. Cengiz Haksever, Barry Render, Service Management, Pearson Education, 2013.
4. Robert Johnston, Graham Clark, Service Operations Management, Pearson Education, 2nd Edition, 2005.
5. Bill Hollins and Sadie Shinkins, Managing Service Operations, Sage, 2006.

OBJECTIVE :

- To help understand the importance of and major decisions in supply chain management for gaining competitive advantage.

UNIT I INTRODUCTION**9**

Supply Chain – Fundamentals –Evolution- Role in Economy - Importance - Decision Phases - Supplier- Manufacturer-Customer chain. - Enablers/ Drivers of Supply Chain Performance; Supply chain strategy - Supply Chain Performance Measures.

UNIT II STRATEGIC SOURCING**9**

Outsourcing – Make Vs buy - Identifying core processes - Market Vs Hierarchy - Make Vs buy continuum -Sourcing strategy - Supplier Selection and Contract Negotiation. Creating a world class supply base- Supplier Development - World Wide Sourcing.

UNIT III SUPPLY CHAIN NETWORK**9**

Distribution Network Design – Role - Factors Influencing Options, Value Addition – Distribution Strategies - Models for Facility Location and Capacity allocation. Distribution Center Location Models - Supply Chain Network optimization models; Impact of uncertainty on Network Design - Network Design decisions using Decision trees.

UNIT IV PLANNING DEMAND, INVENTORY AND SUPPLY**9**

Managing supply chain cycle inventory. Uncertainty in the supply chain – Analysing impact of supply chain redesign on the inventory - Risk Pooling - Managing inventory for short life - cycle products - multiple item -multiple location inventory management. Pricing and Revenue Management

UNIT V CURRENT TRENDS**9**

Supply Chain Integration, SC process restructuring, IT in Supply Chain; Agile Supply Chains, Leagile supply chain, Green Supply Chain, Reverse Supply chain; Supply chain technology trends – AI, Advanced analytics, Internet of Things, Intelligent things, conversational systems, robotic process automation, immersive technologies, Blockchain.

TOTAL: 45 PERIODS**OUTCOME :**

- Ability to build and manage a competitive supply chain using strategies, models, techniques and information technology.

REFERENCES :

1. Sunil Chopra, Peter Meindl and Dharam VirKalra, Supply Chain Management-Strategy Planning and Operation, Pearson Education, Sixth Edition, 2016.
2. Janat Shah, Supply Chain Management – Text and Cases, Pearson Education, 2009
3. Ballou Ronald H, Business Logistics and Supply Chain Management, Pearson Education, 5thEdition, 2007.
4. David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi, Designing and Managing the SupplyChain: Concepts, Strategies, and Cases, Tata McGraw-Hill, 2005.
5. Pierre David, International Logistics, Biztantra, 2003.