

St. PETER'S UNIVERSITY

St. Peter's Institute of Higher Education and Research
(Declared under section 3 of UGC Act 1956)
Avadi, Chennai – 600 054.



M.B.A

(I TO IV SEMESTERS)

REGULATIONS AND SYLLABI

(REGULATIONS – 2017)

(Effective from the Academic Year 2017-'18)

M.B.A. PROGRAMME

(Effective from the Academic Year 2017-'18)

Regulations and Syllabi

1. Eligibility: Candidates who passed Three year Undergraduate Programme or Four year Undergraduate Programme of the University or any other examination equivalent thereto and who appeared for the entrance test conducted by the University or recognized institutions wherever prescribed are eligible for admission to Two year M.B.A. Programme.

2. Duration: Two Years Comprising 4 Semesters. Each semester has a minimum 90 working days with a minimum of 5 hours a day. Candidates who have completed the duration of the programme of study are permitted to appear for the arrear subjects examinations, if any within two years after the duration of the programme.

3. Medium: English is the medium of instruction and examination.

4. Weightage for Continuous and End Assessment: The weightage for Continuous Assessment (CA) and End Assessment (EA) is 25:75 unless the ratio is specifically mentioned in the scheme of Examinations. The question paper is to be set for a maximum of 100 Marks.

5. Choice Based Credit System: Choice Based Credit system is followed with one credit equivalent to one hour for a theory paper and two hours for a practical per week in a cycle of 18 weeks (that is, one credit is equal to 18 hours for each theory paper and one credit is equal to 36 hours for a practical in a semester) in the Time Table. The total credit for the programme (4 semesters) is 90.

6. Scheme of Examinations for (I to IV Semesters)

I Semester

Code No.	Course Title	Credit	CA	EA	Total
Theory					
117MBT01	Economic Analysis for Business	4	25	75	100
117MBT02	Principles of Management	3	25	75	100
117MBT03	Accounting for Management	4	25	75	100
117MBT04	Legal Aspects of Business	3	25	75	100
117MBT05	Organizational Behaviour	3	25	75	100
117MBT06	Statistics for Management	3	25	75	100
117MBT07	Total Quality Management	3	25	75	100
Practical					
117MBP01	Spoken and Written Communication #	2	100	-	100
Total		25	275	525	800

No end semester examination is required for this course.

II Semester

Code No.	Course Title	Credit	CA	EA	Total
Theory					
217MBT01	Applied Operations Research	3	25	75	100
217MBT02	Business Research Methods	3	25	75	100
217MBT03	Financial Management	3	25	75	100
217MBT04	Human Resource Management	3	25	75	100
217MBT05	Information Management	3	25	75	100
217MBT06	Operations Management	4	25	75	100
217MBT07	Marketing Management	4	25	75	100
Practical					
217MBP01	Data Analysis and Business Modeling	2	25	75	100
Total		25	200	600	800

III Semester

Code No.	Course Title	Credit	CA	EA	Total
Theory					
317MBT01	International Business Management	3	25	75	100
317MBT02	Strategic Management	3	25	75	100
317MBT**	Elective I	3	25	75	100
317MBT**	Elective II	3	25	75	100
317MBT**	Elective III	3	25	75	100
317MBT**	Elective IV	3	25	75	100
317MBT**	Elective V	3	25	75	100
317MBT**	Elective VI	3	25	75	100
Practical					
317MBP01	Summer Training	1	25	75	100
Total		25	225	675	900

IV Semester

Code No.	Course Title	Credit	CA	EA	Total
Practical					
417MBP01	Project Work	15	25	75	100
Total		15	25	75	100

Summer Semester (4 Weeks)

Summer Training

Summer Training- The training report along with the company certificate should be submitted within the two weeks of the reopening date of 3rd semester. The training report should be around 40 pages containing the details of training undergone, the departments wherein he was trained with duration (chronological diary), along with the type of managerial skills developed during training. The training report should be sent to the Controller of Examination by the HoD before the last working day of the 3rd Semester.

List of Electives

Course Code	Course Title	Credit
1. MARKETING MANAGEMENT		
317MBT03	Brand Management	3
317MBT04	Consumer Behaviour	3
317MBT05	Customer Relationship Management	3
317MBT06	Integrated Marketing Communication	3
317MBT07	Retail Marketing	3
317MBT08	Services Marketing	3
317MBT09	Social Marketing	
2. FINANCIAL MANAGEMENT		
317MBT10	Banking Financial Services Management	3
317MBT11	Corporate Finance	3
317MBT12	Derivatives Management	3
317MBT13	Merchant Banking and Financial Services	3
317MBT14	Security Analysis and Portfolio Management	3
317MBT15	Strategic Investment and Financing Decisions	3
3. HUMAN RESOURCE MANAGEMENT		
317MBT16	Entrepreneurship Development	3
317MBT17	Industrial Relations and Labour Welfare	3
317MBT18	Labour Legislations	3
317MBT19	Managerial Behaviour and Effectiveness	3
317MBT20	Organizational Theory, Design and Development	3
317MBT21	Strategic Human Resource Management	3
4. SYSTEMS MANAGEMENT		
317MBT22	Advanced Database Management System	3
317MBT23	Data mining for Business Intelligence	3
317MBT24	Enterprise Resource Planning	3
317MBT25	Software Project Management and Quality	3
317MBT26	E-Business Management	
5. OPERATIONS MANAGEMENT		
317MBT27	Logistics Management	3
317MBT28	Materials Management	3
317MBT29	Product Design	3
317MBT30	Project Management	3
317MBT31	Services Operations Management	
317MBT32	Supply Chain Management	
6. HOSPITAL MANAGEMENT		
317MBT33	Hospital Architecture, Planning, design and Maintenance	3
317MBT34	Clinical Services	3
317MBT35	Support Services	3
317MBT36	Epidemiology & Public Health Systems	3
317MBT37	Hospital Waste Management	3
317MBT38	Healthcare Marketing and Public Relations	3
7. SHIPPING AND LOGISTICS MANAGEMENT		
317MBT39	Containerization and Allied Business	3
317MBT40	Exim Management	3
317MBT41	Fundamentals of Shipping	3
317MBT42	Port and Terminal Management	3

Note: Three electives from two specializations from among the 7 areas of Specialization are to be chosen by the students.

- 7. Passing Requirements:** The minimum pass mark (raw score) be 50% in End Assessment (EA). and 50% in Continuous Assessment (CA) and End Assessment (EA) put together. No minimum mark (raw score) in Continuous Assessment (CA) be prescribed unless it is specifically mentioned in the scheme of Examination

- 8. Grading System:** Grading System on a 10 Point Scale be followed with 1 mark = 0.1 Grade point to successful candidates as given below.

CONVERSION TABLE

(1 mark = 0.1 Grade Point on a 10 Point Scale)

Range of Marks	Grade Point	Letter Grade	Classification
90 to 100	9.0 to 10.0	O	First Class
80 to 89	8.0 to 8.9	A	First Class
70 to 79	7.0 to 7.9	B	First Class
60 to 69	6.0 to 6.9	C	First Class
50 to 59	5.0 to 5.9	D	Second Class
0 to 49	0 to 4.9	F	Reappearance

Procedure for Calculation

Cumulative Grade Point Average (CGPA)	=	$\frac{\text{Sum of Weighted Grade Points}}{\text{Total Credits}}$
	=	$\frac{\sum (CA+EA) C}{\sum C}$
Where Weighted Grade Points in each Course	=	Grade Points (CA+EA) multiplied by Credits
	=	(CA+EA)C
Weighted Cumulative Percentage of Marks(WCPM)	=	CGPAx10

C- Credit,

CA-Continuous Assessment,

EA- End Assessment

- 9. Pattern of the Question Paper:** The question paper for End Assessment will be set for three hours and for the maximum of 100 marks with following divisions and details.

Part A: 10 questions (with equal distribution to all units in the syllabus).
Each question carries 2 marks.

Part B: 5 questions with either or type (with equal distribution to all units in the syllabus). Each question carries 13 marks.

Part C: One question with either or type carries 15 marks.

The total marks scored by the candidates will be reduced to the maximum prescribed in the Regulations.

- 10. Effective Period of Operation for the Arrear Candidates :** Two Year grace period is provided for the candidates to complete the arrear examination, if any.

Registrar

11.Syllabus

I Semester

117MBT01 - ECONOMIC ANALYSIS FOR BUSINESS

OBJECTIVES:

To introduce the concepts of scarcity and efficiency; to explain principles of micro economics relevant to managing an organization; to describe principles of macro economics to have the understanding of economic environment of business.

UNIT I INTRODUCTION

The themes of economics – scarcity and efficiency – three fundamental economic problems – society's capability – Production possibility frontiers (PPF) – Productive efficiency Vs economic efficiency – economic growth & stability – Micro economies and Macro economies – the role of markets and government – Positive Vs negative externalities.

UNIT II CONSUMER AND PRODUCER BEHAVIOUR

Market – Demand and Supply – Determinants – Market equilibrium – elasticity of demand and supply – consumer behaviour – consumer equilibrium – Approaches to consumer behaviour – Production – Short-run and long-run Production Function – Returns to scale – economies Vs diseconomies of scale – Analysis of cost – Short-run and long-run cost function – Relation between Production and cost function.

UNIT III PRODUCT AND FACTOR MARKET

Product market – perfect and imperfect market – different market structures – Firm's equilibrium and supply – Market efficiency – Economic costs of imperfect competition – factor market – Land, Labour and capital – Demand and supply – determination of factor price – Interaction of product and factor market – General equilibrium and efficiency of competitive markets.

UNIT IV PERFORMANCE OF AN ECONOMY – MACRO ECONOMICS

Macro-economic aggregates – circular flow of macroeconomic activity – National income determination – Aggregate demand and supply – Macroeconomic equilibrium – Components of aggregate demand and national income – multiplier effect – Demand side management – Fiscal policy in theory.

UNIT V AGGREGATE SUPPLY AND THE ROLE OF MONEY

Short-run and Long-run supply curve – Unemployment and its impact – Okun's law – Inflation and the impact – reasons for inflation – Demand Vs Supply factors – Inflation Vs Unemployment tradeoff – Phillips curve – short- run and long-run – Supply side Policy and management- Money market- Demand and supply of money – money-market equilibrium and national income – the role of monetary policy.

OUTCOMES:

Students are expected to become familiar with both principles of micro and macro economics. They would also become familiar with application of these principles to appreciate the functioning of both product and input markets as well as the economy.

REFERENCES :

1. Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri and Anindya Sen, Economics, 19th edition, Tata McGraw Hill, New Delhi, 2010.
2. William Boyes and Michael Melvin, Textbook of economics, Biztantra, 9th Edition, 2012.
3. N. Gregory Mankiw, Principles of Economics, 7th edition, Cengage, New Delhi, 2014
4. Richard Lipsey and Alec Charystal, Economics, 12th edition, Oxford, University Press, New Delhi, 2011.
5. Karl E. Case and Ray C. Fair, Principles of Economics, 12th edition, Pearson, Education Asia, New Delhi, 2014.

117MBT02 - PRINCIPLES OF MANAGEMENT

OBJECTIVES:

□ To familiarize the students to the basic concepts of management in order to aid in understanding how an organization functions, and in understanding the complexity and wide variety of issues managers face in today's business firms.

UNIT I INTRODUCTION TO MANAGEMENT

Organization- Management- Role of managers- Evolution of management thought- Organization and the environmental factors- Managing globally- Strategies for International business.

UNIT II PLANNING

Nature and purpose of planning- Planning process- Types of plans- Objectives- Managing by Objective (MBO) strategies- Types of strategies – Policies – Decision Making- Types of decision- Decision making process- Rational decision making process- Decision making under different conditions.

UNIT III ORGANISING

Nature and purpose of organizing- Organization structure- Line and staff authority- Departmentation- Span of control- Centralization and decentralization- Delegation of authority- Staffing- Selection and Recruitment- Career development- Career stages- Training- Performance appraisal.

UNIT IV DIRECTING

Managing people- Communication- Hurdles to effective communication- Organization culture- Elements and types of culture- Managing cultural diversity.

UNIT V CONTROLLING

Process of controlling- Types of control- Budgetary and non non-budgetary control techniques- Managing productivity- Cost control- Purchase control- Maintenance control- Quality control- Planning operations.

OUTCOMES:

i) The students should be able to describe and discuss the elements of effective management, ii) discuss and apply the planning, organizing and control processes, iii) describe various theories related to the development of leadership skills, motivation techniques, team work and effective communication, iv) communicate effectively through both oral and written presentation.

REFERENCES:

1. Andrew J. Dubrin, Essentials of Management, Thomson Southwestern, 9th edition, 2012.
2. Samuel C. Certo and Tervis Certo, Modern management: concepts and skills, Pearson education, 12th edition, 2012.
3. Harold Koontz and Heinz Weihrich, Essentials of management: An International & Leadership Perspective, 9th edition, Tata McGraw-Hill Education, 2012.
4. Don Hellriegel, Susan E. Jackson and John W. Slocum, Management- A competency-based approach, Thompson South Western, 11th edition, 2008.
5. Heinz Weihrich, Mark V Cannice and Harold Koontz, Management- A global entrepreneurial perspective, Tata McGraw Hill, 13th edition, 2010.
6. Stephen P. Robbins, David A. De Cenzo and Mary Coulter, Fundamentals of Management, Prentice Hall of India, 2012.

117MBT03 - ACCOUNTING FOR MANAGEMENT

OBJECTIVES :

- Acquire a reasonable knowledge in accounts
- Analysis and evaluate financial statements

UNIT I FINANCIAL ACCOUNTING

Introduction to Financial, Cost and Management Accounting- Generally accepted accounting principles, Conventions and Concepts-Balance sheet and related concepts- Profit and Loss account and related concepts - Introduction to inflation accounting- Introduction to human resources accounting.

UNIT II COMPANY ACCOUNTS

Meaning of Company -Maintenance of Books of Account-Statutory Books- Profit or Loss Prior to incorporation- Final Accounts of Company- Alteration of share capital- Preferential allotment, Employees stock option- Buyback of securities.

UNIT III ANALYSIS OF FINANCIAL STATEMENTS

Analysis of financial statements – Financial ratio analysis, cash flow (as per Accounting Standard 3) and funds flow statement analysis.

UNIT IV COST ACCOUNTING

Cost Accounts - Classification of manufacturing costs - Accounting for manufacturing costs. Cost Accounting Systems: Job order costing - Process costing- Activity Based Costing- Costing and the value chain- Target costing- Marginal costing including decision making- Budgetary Control & Variance Analysis - Standard cost system.

UNIT V ACCOUNTING IN COMPUTERISED ENVIRONMENT

Significance of Computerised Accounting System- Codification and Grouping of Accounts- Maintaining the hierarchy of ledgers- Prepackaged Accounting software.

OUTCOME

- Possess a managerial outlook at accounts.

REFERENCES :

1. M.Y.Khan & P.K.Jain, Management Accounting, Tata McGraw Hill, 2011.
2. R.Narayanaswamy, Financial Accounting – A managerial perspective, PHI Learning, New Delhi, 2011.
3. Jan Williams, Financial and Managerial Accounting – The basis for business Decisions, 15th edition, Tata McGraw Hill Publishers, 2010.
4. Horngren, Surdem, Stratton, Burgstahler, Schatzberg, Introduction to Management Accounting, PHI Learning, 2011.
5. Stice & Stice, Financial Accounting Reporting and Analysis, 8th edition, Cengage, 2010.
6. Singhvi Bodhanwala, Management Accounting -Text and cases, PHI Learning, 2009.
7. Ashish K. Battacharya, Introduction to Financial Statement Analysis, Elsevier, 2009.
8. Sawyers, Jackson, Jenkins, Arora, Managerial Accounting, 2nd edition, Cengage, 2011
9. Godwin, Alderman, Sanyal , Financial Accounting, 2nd edition, Cengage, 2011
10. Narashiman.M.S, Financial statement analysis, Cengage, 2016.

117MBT04 - LEGAL ASPECTS OF BUSINESS

OBJECTIVE:

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

UNIT I COMMERCIAL LAW

THE INDIAN CONTRACT ACT 1872

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

THE SALE OF GOODS ACT 1930

Nature of Sales contract, Documents of title, risk of loss, Guarantees and Warranties, performance of sales contracts, conditional sales and rights of an unpaid seller - Negotiable Instruments Act 1881: 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-GST

UNIT II COMPANY LAW 2013

Major principles – Nature and types of companies, Formation, Memorandum and Articles of Association, Prospectus, Power, duties and liabilities of Directors, winding up of companies, Corporate Governance.

UNIT III INDUSTRIAL LAW

An Overview of Factories Act - Payment of Wages Act - Payment of Bonus Act - Industrial Disputes Act.

UNIT IV INCOME TAX ACT AND SALES TAX ACT

Corporate Tax Planning, Overview of central Sales Tax Act 1956 – Definitions, Scope, Incidence of CST, Practical issues of CST, Value Added Tax – Concepts, Scope, Methods of VAT Calculation, Practical Implications of VAT.

UNIT V CONSUMER PROTECTION ACT AND INTRODUCTION OF CYBER LAWS 9

Consumer Protection Act – Consumer rights, Procedures for Consumer grievances redressal, Types of consumer Redressal Mechanisms and Forums- Competition Act 2002 - Cyber crimes, IT Act 2000 and 2002, Cyber Laws, Introduction of IPR – Copy rights, Trade marks, Patent Act.

OUTCOME:

Legal insight will be established in the business practices according to the situation of changing environment.

REFERENCES :

1. Kapoor, N. D.; Elements of Mercantile Law, 30th edition, Sultan Chand & Sons, New Delhi, 2015
2. P. K. Goel, Business Law for Managers, Biztantra Publishers, India, 2008.
3. Akhileshwar Pathack, Legal Aspects of Business, 4th Edition, Tata McGraw Hill, 2009.
4. P. P. S. Gogna, Mercantile Law, S. Chand & Co. Ltd., India, 11th Edition, 2015
5. Maheshwari, S.N. and S.K. Maheshwari; A Manual of Business Law, 6th Edition, Himalaya Publishing House, 2015.

117MBT05 - ORGANIZATIONAL BEHAVIOUR

OBJECTIVE:

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

UNIT I FOCUS AND PURPOSE

Definition, need and importance of organizational behaviour – Nature and scope – Framework – Organizational behaviour models.

UNIT II INDIVIDUAL BEHAVIOUR

Personality – types – Factors influencing personality – Theories – Learning – Types of learners – The learning process – Learning theories – Organizational behaviour modification. Misbehaviour – Types – Management Intervention. Emotions - Emotional Labour – Emotional Intelligence – Theories. Attitudes – Characteristics – Components – Formation – Measurement- Values. Perceptions – Importance – Factors influencing perception – Interpersonal perception- Impression Management. Motivation – Importance – Types – Effects on work behavior.

UNIT III GROUP BEHAVIOUR

Organization structure – Formation – Groups in organizations – Influence – Group dynamics – Emergence of informal leaders and working norms – Group decision making techniques – **Team building** - Interpersonal relations – Communication – Control.

UNIT IV LEADERSHIP AND POWER

Meaning – Importance – Leadership styles – Theories – Leaders Vs Managers – Sources of power – Power centers – Power and Politics.

UNIT V DYNAMICS OF ORGANIZATIONAL BEHAVIOUR

Organizational culture and climate – Factors affecting organizational climate – Importance. Job satisfaction – Determinants – Measurements – Influence on behavior. Organizational change – Importance – Stability Vs Change – Proactive Vs Reaction change – the change process – Resistance to change – Managing change. Stress – Work Stressors – Prevention and Management of stress – Balancing work and Life. Organizational development – Characteristics – objectives –. Organizational effectiveness Developing Gender sensitive workplace

OUTCOME:

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

REFERENCES :

1. Stephen P. Robins, Organisational Behavior, PHI Learning / Pearson Education, Edition 17, 2016 (Global edition)
2. Fred Luthans, Organisational Behavior, McGraw Hill, 12th Edition,
3. Mc Shane & Von Glinov, Organisational Behaviour, 4th Edition, Tata Mc Graw Hill, 2007.
4. Nelson, Quick, Khandelwal. ORGB – An innovative approach to learning and teaching. Cengage, 2nd edition. 2012
5. Ivancevich, Konopaske & Maheson, Organisational Behaviour & Management, 7th edition, Tata McGraw Hill, 2008.
6. Udai Pareek, Understanding Organisational Behaviour, 3rd Edition, Oxford Higher Education, 2011.
7. Jerald Greenberg, Behaviour in Organization, PHI Learning. 10th edition. 2011

117MBT06 - STATISTICS FOR MANAGEMENT

OBJECTIVE:

- To learn the applications of statistics in business decision making.

UNIT I INTRODUCTION

Basic definitions and rules for probability, conditional probability independence of events, Baye's theorem, and random variables, Probability distributions: Binomial, Poisson, Uniform and Normal distributions.

UNIT II SAMPLING DISTRIBUTION AND ESTIMATION

Introduction to sampling distributions, sampling distribution of mean and proportion, application of central limit theorem, sampling techniques. Estimation: Point and Interval estimates for population parameters of large sample and small samples, determining the sample size.

UNIT III TESTING OF HYPOTHESIS - PARAMETIRC TESTS

Hypothesis testing: one sample and two sample tests for means and proportions of large samples (z-test), one sample and two sample tests for means of small samples (t-test), F-test for two sample standard deviations. ANOVA one and two way.

UNIT IV NON-PARAMETRIC TESTS

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

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

OUTCOME:

To facilitate objective solutions in business decision making under subjective conditions.

REFERENCES:

1. Richard I. Levin, David S. Rubin, Sanjay Rastogi Masood Husain Siddiqui, Statistics for Management, Pearson Education, 7th Edition, 2016.
2. Prem.S.Mann, Introductory Statistics, 7th Edition, Wiley India, 2016.
3. Gareth James, Daniela Witten, Trevor Hastie, Robert Tibshirani, An Introduction to Statistical Learning with Applications in R, Springer, 2016.
4. Aczel A.D. and Sounderpandian J., "Complete Business Statistics", 6th edition, Tata McGraw Hill Publishing Company Ltd., New Delhi, 2012.
5. Anderson D.R., Sweeney D.J. and Williams T.A., Statistics for business and economics, 11th edition, Thomson (South – Western) Asia, Singapore, 2012.
6. N. D. Vohra, Business Statistics, Tata McGraw Hill, 2012.
7. Ken Black, Applied Business Statistics, 7th Edition, Wiley India Edition, 2012.

117MBT07 - TOTAL QUALITY MANAGEMENT

OBJECTIVE:

To learn the quality philosophies and tools in the managerial perspective.

UNIT I INTRODUCTION

Quality – vision, mission and policy statements. Customer Focus – customer perception of quality, Translating needs into requirements, customer retention. Dimensions of product and service quality. Cost of quality.

UNIT II PRINCIPLES AND PHILOSOPHIES OF QUALITY MANAGEMENT

Overview of the contributions of Deming, Juran Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Taguchi techniques – introduction, loss function, parameter and tolerance design, signal to noise ratio. Concepts of Quality circle, Japanese 5S principles and 8D methodology.

UNIT III STATISTICAL PROCESS CONTROL

Meaning and significance of statistical process control (SPC) – construction of control charts for variables and attributed. Process capability – meaning, significance and measurement – Six sigma - concepts of process capability. Reliability concepts – definitions, reliability in series and parallel, product life characteristics curve.Total productive maintenance (TMP), Terotechnology. Business process Improvement (BPI) – principles, applications, reengineering process, benefits and limitations.

UNIT IV TOOLS AND TECHNIQUES FOR QUALITY MANAGEMENT

Quality functions development (QFD) – Benefits, Voice of customer, information organization, House of quality (HOQ), building a HOQ, QFD process. Failure mode effect analysis (FMEA) – requirements of reliability, failure rate, FMEA stages, design, process and documentation. Seven Tools (old & new). Bench marking and POKA YOKE.

UNIT V QUALITY SYSTEMS ORGANIZING AND IMPLEMENTATION

Introduction to IS/ISO 9004:2000 – quality management systems – guidelines for performance improvements. Quality Audits. TQM culture, Leadership – quality council, employee involvement, motivation, empowerment, recognition and reward - TQM framework, benefits, awareness and obstacles.

OUTCOME:

To apply quality philosophies and tools to facilitate continuous improvement and ensure customer delight.

REFERENCES :

1. Dale H.Besterfield, Carol Besterfield – Michna, Glen H. Besterfield, Mary Besterfield – Sacre, Hermant – Urdhwareshe, Rashmi Urdhwareshe, Total Quality Management, Revised Third edition, Pearson Education, 2011
2. Shridhara Bhat K, Total Quality Management – Text and Cases, Himalaya Publishing House, II Edition 2010
3. Douglas C. Montgomery, Introduction to Statistical Quality Control, Wiley Student Edition, 4th Edition, Wiley India Pvt Limited, 2008.
4. James R. Evans and William M. Lindsay, The Management and Control of Quality, Sixth Edition, Thomson, 2005.
5. Poornima M.Charantimath, Total Quality Management, Pearson Education, Second Edition, 2011
6. Indian standard – quality management systems – Guidelines for performance improvement (Fifth Revision), Bureau of Indian standards, New Delh.

Practical

117MBP01 - SPOKEN AND WRITTEN COMMUNICATION

OBJECTIVES :

- To familiarize learners with the mechanics of writing
- To enable learners to write in English precisely and effectively.
- To enable learners to speak fluently and flawlessly in all kinds of communicative contexts with all nationalities.

UNIT I PERSONAL COMMUNICATION

Day-to-day conversation with family members, neighbours, relatives, friends on various topics, context specific - Journal writing, mails/emails, SMS, greeting cards, situation based - accepting/declining invitations, congratulating, consoling, conveying information, oral reports, extempore.

UNIT II EMPLOYABILITY SKILLS

Interview skills – HR and technical – Types of interview, preparation for interview, mock interview, Group Discussion – Communication skills in Group Discussion, Structure of GD, GD process, successful GD techniques. Time management and effective planning – identifying barriers to effective time management, time management techniques, relationship between time management and stress management.

UNIT III WORK PLACE COMMUNICATION

e-mails, minutes, reports of different kinds – annual report, status report, survey report, proposals, memorandums, presentations, interviews, profile of institutions, speeches, responding to enquiries, complaints, resumes, applications, summarizing, strategies for writing.

UNIT IV RESEARCH WRITING

Articles for publication (Journals), developing questionnaire, writing abstract, dissertation, qualities of research writing, data (charts, tables) analysis, documentation.

UNIT V WRITING FOR MEDIA AND CREATIVE WRITING

Features for publication (Newspapers, magazines, newsletters, notice-board), case studies, short stories, travelogues, writing for children, translation, techniques of writing.

Note: It is an activity based course. Student individually or as a group can organize event(s), present term papers etc. 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.

OUTCOMES :

Learners should be able to

- Get into the habit of writing regularly.
- Express themselves in different genres of writing from creative to critical to factual writing.
- Take part in print and online media communication
- Read quite widely to acquire a style of writing and
- Identify their area of strengths and weaknesses in writing.
- Speak confidently with any speakers of English, including native speakers.
- Speak effortlessly in different contexts – informal and formal.

REFERENCES :

1. Raymond V Lesikar, John D Pettit, and Mary E Flatly, 2009. Lesikar's Basic Business Communication, 11th ed. Tata McGraw-Hill, New Delhi.
2. E.H. McGrath, S.J. 2012, Basic Managerial Skills for All. 9th ed. Prentice-Hall of India, New Delhi. Management books Robin Sharma - The greatness guide Steven Covey - 7 Habits of Effective people Arindham Chaudhuri- Count your chickens before they hatchamadurai - TCS Story Blogs : Seth Godwin, Guy Kawasaki, Kiruba Shankar Review : Harvard Business review Reports : Deloitte Netsis Magazines : Bloomberg Businessweek, Economist
3. Richard Denny, 'Communication to Win; Kogan Page India Pvt. Ltd., New Delhi, 2008.

217MBT01 - APPLIED OPERATIONS RESEARCH

OBJECTIVE:

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

UNIT I INTRODUCTION TO LINEAR PROGRAMMING (LP)

Introduction to applications of operations research in functional areas of management. Linear Programming-formulation, solution by graphical and simplex methods (Primal - Penalty, Two Phase), Special cases. Dual simplex method. Principles of Duality. Sensitivity Analysis.

UNIT II LINEAR PROGRAMMING EXTENSIONS

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. 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 III INTEGER PROGRAMMING AND GAME THEORY

Solution to pure and mixed integer programming problem by Branch and Bound and cutting plane algorithms. Game Theory-Two person Zero sum games-Saddle point, Dominance Rule, Convex Linear Combination (Averages), methods of matrices, graphical and LP solutions.

UNIT IV INVENTORY MODELS, SIMULATION AND DECISION THEORY

Inventory Models – EOQ and EBQ Models (With and without shortages), Quantity Discount Models. Decision making under risk – Decision trees – Decision making under uncertainty. Monte-carlo simulation.

UNIT V QUEUING THEORY AND REPLACEMENT MODELS

Queuing Theory - single and Multi-channel models – infinite number of customers and infinite calling source. Replacement Models-Individuals replacement Models (With and without time value of money) – Group Replacement Models.

OUTCOME:

- To facilitate quantitative solutions in business decision making under conditions of certainty, risk and uncertainty.

REFERENCES :

1. Paneerselvam R., Operations Research, Prentice Hall of India, Fourth Print, 2008.
2. N. D Vohra, Quantitative Techniques in Management, Tata Mcgraw Hill, 2010.
3. Hamdy A Taha, Introduction to Operations Research, Prentice Hall India, Ninth Edition, 2010.
4. Anderson , Sweeney Williams Solutions Manual to Accompany AnIntroduction to Management Science Quantitative Approaches To Decision, Cengage , 12th edition , 2012
5. G. Srinivasan, Operations Research – Principles and Applications, II edition , PHI, 2010.
6. Bernard W.Taylor ,Introduction to Management Science , 12 th edition, 2012

217MBT02 - BUSINESS RESEARCH METHODS

OBJECTIVE:

☐ To familiarise the students to the principles of scientific methodology in business enquiry; to develop analytical skills of business research; to develop the skills for scientific communications.

UNIT I INTRODUCTION

Business Research – Definition and Significance – the research process – Types of Research – Exploratory and causal Research – Theoretical and empirical Research – Cross –Sectional and time – series Research – Research questions / Problems – Research objectives – Research hypotheses – characteristics – Research in an evolutionary perspective – the role of theory in research.

UNIT II RESEARCH DESIGN AND MEASUREMENT

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

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

UNIT IV DATA PREPARATION AND ANALYSIS

Data Preparation – editing – Coding –Data entry – Validity of data – Qualitative Vs Quantitative data analyses – 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

Research report – Different types – Contents of report – need of executive summary – chapterization – contents of chapter – report writing – the role of audience – readability – comprehension – tone – final proof – report format – title of the report – ethics in research – ethical behaviour of research – subjectivity and objectivity in research.

OUTCOME:

☐ Students would become acquainted with the scientific methodology in business domain. They would also become analytically skillful. They would become familiar with the nuances of scientific communications.

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.

217MBT03 - FINANCIAL MANAGEMENT

OBJECTIVES:

Facilitate student to

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

UNIT I FOUNDATIONS OF FINANCE:

Introduction to finance- Financial Management – Nature, scope and functions of Finance, organization of financial functions, objectives of Financial management, Major financial decisions – Time value of money – features and valuation of shares and bonds – Concept of risk and return – single asset and of a portfolio.

UNIT II INVESTMENT DECISIONS:

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
Concept and measurement of cost of capital - Specific cost and overall cost of capital.

UNIT III FINANCING AND DIVIDEND DECISION:

Leverages - Operating and Financial leverage – measurement of leverages – degree of Operating & Financial leverage – Combined leverage, EBIT – EPS Analysis- Indifference point.

Capital structure – Theories – Net Income Approach, Net Operating Income Approach, MM Approach – Determinants of Capital structure.

Dividend decision- Issues in dividend decisions, Importance, Relevance & Irrelevance theories –Walter’s – Model, Gordon’s model and MM model. – Factors determining dividend policy – Types of dividend policies – forms of dividend

UNIT IV WORKING CAPITAL MANAGEMENT:

Principles of working capital: Concepts, Needs, Determinants, issues and estimation of working capital - Accounts Receivables Management and factoring - Inventory management - Cash management - Working capital finance : Trade credit, Bank finance and Commercial paper.

UNIT V LONG TERM SOURCES OF FINANCE:

Indian capital and stock market, New issues market Long term finance: Shares, debentures and term loans, lease, hire purchase, venture capital financing, Private Equity.

OUTCOME:

- Possess the techniques of managing finance in an organization

REFERENCES :

1. M.Y. Khan and P.K.Jain Financial management, Text, Problems and cases Tata McGraw Hill, 6th edition,2011.
2. M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 10th edition, 2012.
3. Aswat Damodaran, Corporate Finance Theory and practice, John Wiley & Sons, 2011.
4. James C. Vanhorne –Fundamentals of Financial Management– PHI Learning, 11th Edition, 2012.
5. Prasanna Chandra, Financial Management, 9th edition, Tata McGraw Hill, 2012.
6. G.Sudersena Reddy, Financial Management- Principles & Practices, Himalaya Publishing House, 2nd Edition, 2010
7. Srivatsava, Mishra, Financial Management, Oxford University Press, 2011
8. Parasuraman.N.R, Financial Management, Cengage, 2014.
9. William R.Lasher, Financial Management, 7th Edition, Cengage, 2014 .
10. Brigham and Ehrhardt, Financial Management, 14th edition, Cengage, 2015

217MBT04 - HUMAN RESOURCE MANAGEMENT

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

Evolution of human resource management – The importance of the human factor – Challenges – Inclusive growth and affirmative action – Role of human resource manager – Human resource policies – Computer applications in human resource management – Human resource accounting and audit.

UNIT II THE CONCEPT OF BEST FIT EMPLOYEE

Importance of Human Resource Planning – Forecasting human resource requirement – matching supply and demand - Internal and External sources. Recruitment - Selection – induction – Socialization benefits.

UNIT III TRAINING AND EXECUTIVE DEVELOPMENT

Types of training methods –purpose- benefits- resistance. Executive development programmes – Common practices - Benefits – Self development – Knowledge management.

UNIT IV SUSTAINING EMPLOYEE INTEREST

Compensation plan – Reward – Motivation – Application of theories of motivation – Career management – Development of mentor – Protégé relationships.

UNIT V PERFORMANCE EVALUATION AND CONTROL PROCESS

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.

OUTCOME:

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

REFERENCES :

1. Dessler Human Resource Management, Pearson Education Limited, 14th Edition, 2015.
2. Decenzo and Robbins, Fundamentals of Human Resource Management, Wiley, 11th Edition, 2013.
3. Luis R.Gomez-Mejia, David B.Balkin, Robert L Cardy. Managing Human Resource. PHI Learning. 2012
4. Bernadin , Human Resource Management ,Tata Mcgraw Hill ,8th edition 2012.
5. Wayne Cascio, Managing Human Resource, McGraw Hill, 2007.
6. Ivancevich, Human Resource Management, McGraw Hill 2012.
7. Uday Kumar Haldar, Juthika Sarkar. Human Resource management. Oxford. 2012

217MBT05 - INFORMATION MANAGEMENT

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

Data, Information, Intelligence, Information Technology, Information System, evolution, types based on functions and hierarchy, System development methodologies, Functional Information Systems, DSS, EIS, KMS, GIS, International Information System.

UNIT II SYSTEM ANALYSIS AND DESIGN

Case tools - System flow chart, Decision table, Data flow Diagram (DFD), Entity Relationship (ER), Object Oriented Analysis and Design(OOAD), UML diagram.

UNIT III DATABASE MANAGEMENT SYSTEMS

DBMS – HDBMS, NDBMS, RDBMS, OODBMS, Query Processing, SQL, Concurrency Management, Data warehousing and Data Mart

UNIT IV SECURITY, CONTROL AND REPORTING

Security, Testing, Error detection, Controls, IS Vulnerability, Disaster Management, Computer Crimes, Securing the Web, Intranets and Wireless Networks, Software Audit, Ethics in IT, User Interface and reporting.

UNIT V NEW IT INITIATIVES

Role of information management in ERP, e-business, e-governance, Data Mining, Business Intelligence, Pervasive Computing, Cloud computing, CMM.

OUTCOME

- Gains knowledge on effective applications of information systems in business

REFERENCES :

1. 1. Robert Schultheis and Mary Summer, Management Information Systems – The Managers View, Tata McGraw Hill, 2008.
2. 2. Kenneth C. Laudon and Jane Price Laudon, Management Information Systems – Managing the digital firm, PHI Learning / Pearson Education, PHI, Asia, 2012.
3. Rahul de, MIS in Business, Government and Society, Wiley India Pvt Ltd, 2012
4. Gordon Davis, Management Information System : Conceptual Foundations, Structure and Development, Tata McGraw Hill, 21st Reprint 2008.
5. Haag, Cummings and Mc Cubbrey, Management Information Systems for the Information Age, McGraw Hill, 2005. 9th edition, 2013.
6. Turban, McLean and Wetherbe, Information Technology for Management – Transforming Organisations in the Digital Economy, John Wiley, 6th Edition, 2008.
7. Raymond McLeod and Jr. George P. Schell, Management Information Systems, Pearson Education, 2007.
8. James O Brien, Management Information Systems – Managing Information Technology in the E-business enterprise, Tata McGraw Hill, 2004.
9. Raplh Stair and George Reynolds, Information Systems, Cengage Learning, 10th Edition, 2012
10. Corey Schou and Dan Shoemaker, Information Assurance for the Enterprise – A Roadmap to Information Security, Tata McGraw Hill, 2007.
11. Frederick Gallegor, Sandra Senft, Daniel P. Manson and Carol Gonzales, Information Technology Control and Audit, Auerbach Publications, 4th Edition, 2013.

217MBT06 - OPERATIONS MANAGEMENT

OBJECTIVE:

To provide a broad 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

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, framework; Supply Chain Management

UNIT II FORECASTING, CAPACITY AND FACILITY DESIGN

Demand Forecasting – Need, Types, Objectives and Steps. Overview of Qualitative and Quantitative methods. Capacity Planning – Long range, Types, Developing capacity alternatives. Overview of sales and operations planning. Overview of MRP, MRP II and ERP. Facility Location – Theories, Steps in Selection, Location Models. Facility Layout – Principles, Types, Planning tools and techniques.

UNIT III DESIGN OF PRODUCT, PROCESS AND WORK SYSTEMS

Product Design – Influencing factors, Approaches, Legal, Ethical and Environmental issues. Process – Planning, Selection, Strategy, Major Decisions. Work Study – Objectives, Procedure. Method Study and Motion Study. Work Measurement and Productivity – Measuring Productivity and Methods to improve productivity.

UNIT IV MATERIALS MANAGEMENT

Materials Management – Objectives, Planning, Budgeting and Control. Purchasing – Objectives, Functions, Policies, Vendor rating and Value Analysis. Stores Management – Nature, Layout, Classification and Coding. Inventory – Objectives, Costs and control techniques. Overview of JIT.

UNIT V SCHEDULING AND PROJECT MANAGEMENT

Project Management – Scheduling Techniques, PERT, CPM; Scheduling - work centers – nature, importance; Priority rules and techniques, shop floor control; Flow shop scheduling – Johnson's Algorithm – Gantt charts; personnel scheduling in services.

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 :

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, 2002.
3. William J Stevenson, Operations Management, Tata McGraw Hill, 11th Edition, 2015.
4. Russel and Taylor, Operations Management, Wiley, 8th Edition, 2015.
5. Kanishka Bedi, Production and Operations Management, Oxford University, 3rd Edition, 2013.
6. Chary S. N, Production and Operations Management, Tata McGraw Hill, 5th Edition, 2013.
7. Aswathappa K and Shridhara Bhat K, Production and Operations Management, Himalaya Publishing House, Revised Second Edition, 2008.
8. Mahadevan B, Operations Management Theory and practice, Pearson Education, 3rd Edition, 2015
9. Pannerselvam R, Production and Operations Management, Prentice Hall India, Second Edition, 2008.

217MBT07 - MARKETING MANAGEMENT

OBJECTIVES:

- Developing an understanding of ideas and nuances of modern marketing
- Describe the process to formulate and manage the B2B marketing strategy including all key components.
- Explain the techniques to conduct market analysis practices including market segmentation and targeting.
- Compare and contrast different perspectives that characterize the study of consumer behavior.
- Explain the role of IMC in the overall marketing program.

UNIT I INTRODUCTION

Marketing – Definitions - Conceptual frame work – Marketing environment : Internal and External - Marketing interface with other functional areas – Production, Finance, Human Relations Management, Information System. Marketing in global environment – Prospects and Challenges.

UNIT II MARKETING STRATEGY

Marketing strategy formulations – Key Drivers of Marketing Strategies - Strategies for Industrial Marketing – Consumer Marketing -- Services marketing – Competitor analysis - Analysis of consumer and industrial markets – Strategic Marketing Mix components.

UNIT III MARKETING MIX DECISIONS

Product planning and development – Product life cycle – New product Development and Management – Market Segmentation – Targeting and Positioning – Channel Management – Advertising and sales promotions – Pricing Objectives, Policies and methods.

UNIT IV BUYER BEHAVIOUR

Understanding industrial and individual buyer behavior - Influencing factors – Buyer Behaviour Models – Online buyer behaviour - Building and measuring customer satisfaction – Customer relationships management – Customer acquisition, Retaining, Defection.

UNIT V MARKETING RESEARCH & TRENDS IN MARKETING

Marketing Information System – Research Process – Concepts and applications : Product – Advertising – Promotion – Consumer Behaviour – Retail research – Customer driven organizations - Cause related marketing - Ethics in marketing –Online marketing trends.

OUTCOMES:

- knowledge of analytical skills in solving marketing related problems
- awareness of marketing management process

REFERENCES :

1. Philip Kotler and Kevin Lane Keller, Marketing Management, PHI 14th Edition, 2012
2. KS Chandrasekar, "Marketing management-Text and Cases", Tata McGraw Hill, First edition,2010
3. Lamb, hair, Sharma, Mc Daniel– Marketing – An Innovative approach to learning and teaching-A south Asian perspective, Cengage Learning -- 2012
4. Paul Baines, Chris Fill and Kelly Page, Marketing, Oxford University Press, 2nd Edition,2011
- Micheal R.Czinkota & Masaaki Kotabe, Marketing Management, Cengage, 2000.

PRACTICAL

217MBP01 - DATA ANALYSIS AND BUSINESS MODELING

OBJECTIVE :

to have hands-on experience on decision modeling.

[Business models studied in theory to be practiced using Spreadsheet / Analysis Software]

S.No.	Exp. No.	Details of experiments	Duration
Name			
1	1	Descriptive Statistics	4
2	2	Hypothesis - Parametric	4
3	3	Hypothesis - Non-parametric	4
4	4	Correlation & Regression	4
5	5	Forecasting	4
6	-	Extended experiment - 1	4
7	6	Portfolio Selection	4
8	7	Risk Analysis & Sensitivity Analysis	4
9	8	Revenue Management	4
10	-	Extended experiment - 2	4
11	9	Transportation & Assignment	4
12	10	Networking Models	4
13	11	Queuing Theory	4
14	12	Inventory Models	4
15	-	Extended experiments - 3	4

- Spreadsheet Software and
- Data Analysis Tools

OUTCOME

Knowledge of spreadsheets and data analysis software for business modeling.

TEXTBOOKS

1. David M. Levine et al, "Statistics for Managers using MS Excel' (6th Edition) Pearson, 2010
2. David R. Anderson, et al, 'An Introduction to Management Sciences: Quantitative approaches to Decision Making, (13th edition) South-Western College Pub, 2011.
3. Hansa Lysander Manohar , " Data Analysis and Business Modelling using MS Excel ",PHI Learning private Ltd, 2017.
4. William J. Stevenson, Ceyhun Ozgur, 'Introduction to Management Science with Spreadsheet', Tata McGraw Hill, 2009.
5. Wayne L. Winston, Microsoft Excel 2010: Data Analysis & Business Modeling, 3rd edition, Microsoft Press, 2011.
6. Vikas Gupta, Comdex Business Accounting with Ms Excel, 2010 and Tally ERP 9.0 Course Kit, Wiley India, 2012
7. Kiran Pandya and Smriti Bulsari, SPSS in simple steps, Dreamtech, 2011.

III SEMESTER

317MBT01 – INTERNATIONAL BUSSINESS MANAGEMENT

OBJECTIVE:

To familiarize the students to the basic concepts of international business management.

UNIT I INTRODUCTION

International Business –Definition – Internationalizing business-Advantages – factors causing globalization of business- international business environment – country attractiveness –Political, economic and cultural environment – Protection Vs liberalization of global business environment.

UNIT II INTERNATIONAL TRADE AND INVESTMENT

Promotion of global business – the role of GATT/WTO – multilateral trade negotiation and agreements – VIII & IX, round discussions and agreements – Challenges for global business – global trade and investment – theories of international trade and theories of international investment – Need for global competitiveness – Regional trade block – Types – Advantages and disadvantages – RTBs across the globe – brief history.

UNIT III INTERNATIONAL STRATEGIC MANAGEMENT

Strategic compulsions-Standardization Vs Differentiation – 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 AND HUMAN RESOURCE MANAGEMENT OF GLOBAL BUSINESS

Global production –Location –scale of operations- cost of production – Make or Buy decisions – global supply chain issues – Quality considerations- Globalization of markets, marketing strategy – Challenges in product development , pricing, production and channel management- Investment decisions – economic- Political risk – sources of fund- exchange – rate risk and management – strategic orientation – selection of expatriate managers- Training and development – compensation.

UNIT V CONFLICT MANAGEMENT AND ETHICS IN INTERNATIONAL BUSINESS MANAGEMENT

Disadvantages of international business – Conflict in international business- Sources and types of conflict – Conflict resolutions – Negotiation – the role of international agencies – Ethical issues in international business – Ethical decision-making.

OUTCOME:

□ Students would be familiar with global business environment, global strategic management practices and get acquainted with functional domain practices. They would be familiar with conflicts situations and ethical issues in global business.

REFERENCES :

1. Charles W.I. Hill and Arun Kumar Jain, International Business, 6th edition, Tata McGraw Hill, New Delhi, 2010.
2. John D. Daniels and Lee H. Radebaugh, International Business, Pearson Education Asia, 12th Edition, New Delhi, 2010
3. K. Aswathappa, International Business, 6th Edition, Tata Mc Graw Hill, New Delhi, 2015.
4. Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffet, International Business, 7th Edition, Cengage Learning, New Delhi, 2010.
5. Rakesh Mohan Joshi, International Business, Oxford University Press, New Delhi, 2009.
6. Vyuptakesh Sharan, International Business, 3rd Edition, Pearson Education in South Asia, New Delhi, 2011.

317MBT02 - STRATEGIC MANAGEMENT

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

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

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

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 - Mc Kinsey's 7s Framework - GE 9 Cell Model - Distinctive competitiveness - Selection of matrix - Balance Score Card-case study.

UNIT IV STRATEGY IMPLEMENTATION & EVALUATION

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

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

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. Adriaui 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

PRACTICAL

317MBP01 – SUMMER TRAINING

IV Semester

417MBP01 – PROJECT WORK

ELECTIVES

MARKETING MANAGEMENT

317MBT03 - BRAND MANAGEMENT

OBJECTIVES :

- To understand the basic Principles of branding.
- To understand the key issues in crafting and evaluating brand strategies
- To improve the skills in delivering persuasive brand presentations.
- To evaluate brand extension and its contribution to parent brand
- To develop an understanding of brand equity and a range of performance related outcomes.

UNIT I INTRODUCTION

Basics Understanding of Brands – Definitions - Branding Concepts – Functions of Brand - Significance of Brands – Different Types of Brands – Co branding – Store brands.

UNIT II BRAND STRATEGIES

Strategic Brand Management process – Building a strong brand – Brand positioning – Establishing Brand values – Brand vision – Brand Elements – Branding for Global Markets – Competing with foreign brands.

UNIT III BRAND COMMUNICATIONS

Brand image Building – Brand Loyalty programmes – Brand Promotion Methods – Role of Brand ambassadors, celebrities – On line Brand Promotions.

UNIT IV BRAND EXTENSION

Brand Adoption Practices – Different type of brand extension – Factors influencing Decision for extension – Re-branding and re-launching.

UNIT V BRAND PERFORMANCE

Measuring Brand Performance – Brand Equity Management - Global Branding strategies - Brand Audit – Brand Equity Measurement – Brand Leverage -Role of Brand Managers– Branding challenges & opportunities.

OUTCOMES :

- Have a solid understanding of the key 'branding' concepts, methods and tools used by marketing practitioners.
- Be able to more confidently engage in and contribute to 'brand building' projects, developments, and discussions.

REFERENCES :

1. Kevin Lane Keller, Strategic Brand Management: Building, Measuring and Managing Brand Equity, Pearson, 4th Edition, 2013.
2. Aker, David, Building Strong Brands, Simon and Schuster, 1995
3. Kapferer J.N, Strategic Brand Management, 4th edition, Kogan Press, 2008
4. Moorthi YLR, Brand Management – I edition, Vikas Publishing House 2001.

317MBT04 - CONSUMER BEHAVIOUR

OBJECTIVES :

- To understand the concepts of consumer behaviour and its application in purchase decisions.
- To Analyse of the reasons and motives for consumer buying behaviour
- To analyse the relationship between psychological social and cultural drivers behind consumer behaviour and marketing
- To identify the dynamics of human behaviour and the basic factors that influence the consumers decision process.

UNIT I INTRODUCTION

Concepts – Significance – Dimensions of Consumer Behavior – Application of knowledge of Consumer Behaviour in marketing decisions.

UNIT II CONSUMER BEHAVIOR MODELS

Industrial and individual consumer behaviour models - Howard- Sheth, Engel – Kollat, Webstar and wind Consumer Behaviour Models – Implications of the models on marketing decisions.

UNIT III INTERNAL INFLUENCES

Psychological Influences on consumer behavior – motivation – perception – personality Learning and Attitude- Self Image and Life styles – Consumer expectation and satisfaction.

UNIT IV EXTERNAL INFLUENCES

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

UNIT V PURCHASE DECISION PROCESS

High and low involvement - Pre-purchase and post-purchase behavior – Online purchase decision process – Diffusion of Innovation – Managing Dissonance - Emerging Issues.

OUTCOMES :

- identify the major individual, social and cultural factors that affect consumers' decision making process;
- explain and analyze the major stages which consumers usually go through when making a consumption-related decision
- understand the essence of how consumers make decisions and assess the relevant implications for marketing practitioners

REFERENCES :

1. Leon G Schiffman, Joseph Wisemblit, S Ramesh Kumar , Consumer Behaviour, 11th edition, Pearson, 2015
2. Barry J.Babin, Eric G.Harris, Ashutosh Mohan, Consumer Behavior: A South Asian Perspective, Cengage Learning, Indian Edition, 6th Edition, 2016
3. P.C.Jain and Monika Bhatt., Consumer Behavior in Indian Context, S.Chand & Company, 2013.
4. Srabanti Mukherjee, Consumer behavior, Cengage Learning, 2012.
5. Assael, Consumer Behavior - A Strategic Approach, Biztranza, 2008
6. Dinesh kumar ,Consumer Behaviour, Oxford University Press,2015.

317MBT05 - CUSTOMER RELATIONSHIP MANAGEMENT

OBJECTIVE:

- To understand the need and importance of maintaining a good customer relationship.

UNIT I INTRODUCTION

Definitions - Concepts and Context of relationship Management – Evolution - Transactional Vs Relationship Approach – CRM as a strategic marketing tool – CRM significance to the stakeholders.

UNIT II UNDERSTANDING CUSTOMERS

Customer information Database – Customer Profile Analysis - Customer perception, Expectations analysis – Customer behavior in relationship perspectives; individual and group customer's - Customer life time value – Selection of Profitable customer segments.

UNIT III CRM STRUCTURES

Elements of CRM – CRM Process – Strategies for Customer acquisition – Retention and Prevention of defection – Models of CRM – CRM road map for business applications.

UNIT IV CRM PLANNING AND IMPLEMENTATION

Strategic CRM planning process – Implementation issues – CRM Tools- Analytical CRM – Operational CRM – Call center management – Role of CRM Managers.

UNIT V TRENDS IN CRM

e- CRM Solutions – Data Warehousing – Data mining for CRM – an introduction to CRM software packages.

OUTCOME :

- To use strategic customer acquisition and retention techniques in CRM.

REFERENCES :

1. G.Shainesh, Jagdish, N.Sheth, Customer Relationship Management A Strategic Perspective, Macmillan 2010
2. Alok Kumar et al, Customer Relationship Management : Concepts and applications, Biztantra, 2008
3. H.Peeru Mohamed and A.Sahadevan, Customer Relation Management, Vikas Publishing 2005.
4. Jim Cathcart, The Eight Competencies of Relationship selling, Macmillan India, 2005.
5. Assel, Consumer Behavior, Cengage, 6th Edition.
6. Kumar, Customer Relationship Management - A Database Approach, Wiley India, 2007.
7. Francis Buttle, Customer Relationship Management : Concepts & Tools, Elsevier, 2004.
8. Zikmund. Customer Relationship Management, Wiley 2012 ..

317MBT06 - INTEGRATED MARKETING COMMUNICATION

OBJECTIVE:

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

UNIT I INTRODUCTION TO ADVERTISEMENT

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

UNIT II ADVERTISEMENT MEDIA

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 – case studies.

UNIT III SALES PROMOTION

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 PERSONAL SELLING

Introduction – Meaning – Functions- Personal selling process – Evaluation – Compensation – Motivation- Territory Management – Sales Report Preparation and Presentation- Ethical Issues

UNIT V PUBLICITY AND PUBLIC RELATIONS

Introduction – Meaning – Objectives –Scope-Functions-integrating PR in to Promotional Mix-Marketing Public Relation function- Process of Public Relations-advantages and disadvantages of PR-Measuring the Effectiveness of PR- PR tools and techniques. Difference between Marketing, PR and Publicity -- Social publicity – Web Publicity and Social media – Publicity Campaigns

OUTCOME :

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

REFERENCES :

1. George E Belch and Michel A Belch, Advertising & Promotion, Tata McGraw Hill, 10th edition, 2014. Wells, Moriarty & Burnett, Advertising, Principles & Practice, Pearson Education, 7th Edition, 2007.
3. Kenneth Clow. Donald Baack, Integrated Advertisements, Promotion and Marketing communication,Prentice Hall of India, New Delhi, 3rd Edition, 2006.
4. Terence A. Shimp and J.Craig Andrews, Advertising Promotion and other aspects of Integrated Marketing Communications, CENGAGE Learning, 9th edition, 2016
5. S. H. H. Kazmi and Satish K Batra, Advertising & Sales Promotion, Excel Books, New Delhi, 3rd Revised edition edition, 2008.
6. Julian Cummings, Sales Promotion: How to Create, Implement and Integrate Campaigns that Reall Work, Kogan Page, London, Fifth Edition Edition ,2010.
7. Jaishri Jefhwaney, Advertising Management, Oxford University Press, 2nd Edition, 2013.

317MBT07 - RETAIL MARKETING

OBJECTIVE:

- To understand the concepts of effective retailing

UNIT I INTRODUCTION

An overview of Global Retailing – Challenges and opportunities – Retail trends in India – Socio economic and technological Influences on retail management – Government of India policy implications on retails.

UNIT II RETAIL FORMATS

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

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. Mercandising and category management – buying.

UNIT IV RETAIL SHOP MANAGEMENT

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

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

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. J K Nayak, Prakash C.Dash, Retail Management, Cengage, 2017
3. Dr.Harjit Singh, Retail Management A Global Perspective, S.Chand Publishing, 3rd Edition,2014
4. Patrick M. Dunne and Robert F Lusch, Retailing, Cengage, 8th edition, 2013.
5. Chetan Bajaj, Rajnish Tow and Nidhi V. Srivatsava, Retail Management, Oxford University Press, 3rd Edition 2016.
6. Swapna Pradhan, Retail Management -Text and Cases, Tata McGraw Hill, 4th Edition, 2012.
7. Ramkrishnan and Y.R.Srinivasan, Indian Retailing Text and Cases, Oxford University PresS, 2008

317MBT08 - SERVICES MARKETING

OBJECTIVE:

□ To understand the meaning of services and the significance of marketing the services.

UNIT I INTRODUCTION

Definition – Service Economy – Evolution and growth of service sector – Nature and Scope of Services – Unique characteristics of services - Challenges and issues in Services Marketing.

UNIT II SERVICE MARKETING OPPORTUNITIES

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

UNIT III SERVICE DESIGN AND DEVELOPMENT

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

UNIT IV SERVICE DELIVERY AND PROMOTION

Positioning of services – Designing service delivery System, Service Channel – Pricing of services, methods – Service marketing triangle - Integrated Service marketing communication.

UNIT V SERVICE STRATEGIES

Service Marketing Strategies for health – Hospitality – Tourism – Financial – Logistics - Educational – Entertainment & public utility Information technique Services

OUTCOME: Will be able to apply the concepts of services marketing in promoting services.

REFERENCES :

1. Christopher H.Lovelock and Jochen Wirtz, Services Marketing, Pearson Education, New Delhi, 7th edition, 2011.
2. Hoffman, Marketing of Services, Cengage, 4th Edition, 2010.
3. Kenneth E Clow, et al, Services Marketing Operation Management and Strategy, Biztantra, 2nd Edition, New Delhi, 2004.
4. Valarie Zeithaml et al, Services Marketing, 5th International Edition, Tata McGraw Hill, 2007.
5. Gronroos, Service Management and Marketing –Wiley India, 3rd Edition, 2009

317MBT09 SOCIAL MARKETING

OBJECTIVE: To enhance Competiveness in Social Marketing by ethical values and social media in Marketing.

UNIT I INTRODUCTION

Social marketing - Definition - Scope and concept - Evolution of Social marketing - Need for Social marketing - A comparative study between Commercial and Social marketing - Use of market research - social change tools - Factors influencing Social marketing - Challenges and opportunities.

UNIT II SOCIAL MARKETING PROCESS AND PLANNING

Introduction - Environment Monitoring - Social Class and self-efficacy - social capital - Social ecology - Advocacy - A global phenomenon - Social marketing Process - Stages - Ethical considerations. Planning - Formative Research in Social marketing. Analysis - Problem - Environment - Resource.

Segmentation - Motives and benefits - Sheth's and Frazier's attitude - behavior segmentation - Stage approach to segmentation - Selecting target audiences - Cross cultural targeting - cultural and individual tailoring.

UNIT III SOCIAL MARKETING MIX

Social marketing mix - policy - product - place - price - promotion - people - partnership. Rating & Reviews - Virtual world - Using media in social marketing - Importance - effectiveness of mass media in social marketing - Practical model for media use in social marketing - Advertisement - Publicity - Edutainment - Civic or Public - Choosing media & methods.

Role of media in social marketing campaigns - planning and developing Social media campaigning - Campaign vs Programme - Programme planning models - conceptual model Lawrence Green's PRECEDE-PROCEED model.

UNIT IV ETHICAL ISSUES AND CHALLENGES

Ethical principles - Codes of behaviour - Critics of social marketing - Critic of power imbalance in social marketing - Criticism of unintended consequences - Competition in social marketing- Definition - monitoring - countering competition - competition and principle of differential advantage - Internal competition.

UNIT V TRENDS IN SOCIAL MARKETING

Future of Social marketing - setting priorities in social marketing - Repositioning strategies- Future of Public sector - NGO - Private sector social marketing.

Social Media marketing - Importance - Big Brands & Small business - E mail marketing - Social Media Tools -Marketing with Social network sites, blogging, micro blogging, podcasting with Podomatic

OUTCOME: Applying Ethical Principles in Social Marketing through advanced marketing medias

REFERENCES :

1. Rob Donovan & Nadine Henley. (2011). Principles and Practice of Social Marketing-an international perspective. Cambridge University Press.
2. Kotler, P., Roberto, N., & Lee, N. (2008). Social Marketing - Influencing Behaviors for Good. (3rd ed.). Thousand Oaks, CA: Sage Publications, Inc.
3. French, J., Blair-Stevens, C., McVey, D., & Merritt, R. Social Marketing and Public Health. Oxford, UK: University Press 2010.
4. Hastings, G. Social Marketing: Why should the Devil Have All the Best Tunes, Routledge 2013
5. Social marketing in the 21st Century- Alan R. Andreasen- sage Publication, 2012 34.

FINANCIAL MANAGEMENT

BANKING FINANCIAL SERVICES MANAGEMENT

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

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

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 II CREDIT MONITORING AND RISK MANAGEMENT

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

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

UNIT V HIGH TECH E-BANKING

Payment system in India – Paper based, e-payments – Electronic banking – advantages – Plastic money, E-money – Forecasting of cash demand at ATMs – Security threats in e-banking and RBI's initiatives.

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,
2. Pearson, Delhi, 2012.
3. Meera Sharma, "Management of Financial Institutions – with emphasis on Bank and Risk Management", PHI Learning Pvt. Ltd., New Delhi 2010.
4. Peter S. Rose and Sylvia C. and Hudgins, "Bank Management and Financial Services", Tata McGraw Hill, New Delhi, 2012.
5. Madura, Financial Institutions & Markets, 10th edition, Cengage, 2016.

317MBT11 - CORPORATE FINANCE

OBJECTIVES :

Student will acquire

- Nuances involved in short term corporate financing
- Good ethical practices

UNIT I INDUSTRIAL FINANCE

Indian Capital Market – Basic problem of Industrial Finance in India. Equity – Debenture financing – Guidelines from SEBI, advantages and disadvantages and cost of various sources of Finance - Finance from international sources, financing of exports – role of EXIM bank and commercial banks.– Finance for rehabilitation of sick units.

UNIT II SHORT TERM-WORKING CAPITAL FINANCE

Estimating working capital requirements – Approach adopted by Commercial banks, Commercial paper- Public deposits and inter corporate investments.

UNIT III ADVANCED FINANCIAL MANAGEMENT

Appraisal of Risky Investments - certainty equivalent of cash flows and risk adjusted discount rate - risk analysis in the context of DCF methods using Probability information - nature of cash flows - Sensitivity analysis - Simulation and investment decision, Decision tree approach in investment decisions.

UNIT IV FINANCING DECISION

Simulation and financing decision - cash inadequacy and cash insolvency - determining the probability of cash insolvency- Financing decision in the Context of option pricing model and agency costs- Inter-dependence of investment- financing and Dividend decisions.

UNIT V CORPORATE GOVERNANCE

Corporate Governance - SEBI Guidelines- Corporate Disasters and Ethics-Corporate Social Responsibility- Stakeholders and Ethics- Ethics, Managers and Professionalism.

OUTCOME : Good ethical corporate manager

REFERENCES :

1. Richard A.Brealey, Stewart C.Myers and Mohanthy, Principles of Corporate Finance, Tata McGraw Hill, 9th Edition, 2011
2. I.M.Pandey, Financial Management, Vikas Publishing House Pvt., Ltd., 12th Edition, 2012.
3. Brigham and Ehrhardt, Corporate Finance - A focused Approach, Cengage Learning, 2nd Edition, 2011.
4. M.Y Khan, Indian Financial System, Tata McGraw Hill, 6th Edition, 2011
5. Smart, Megginson, and Gitman, Corporate Finance, 2nd Edition, 2011.
6. Krishnamurthy and Viswanathan, Advanced Corporate Finance, PHI Learning, 2011.
7. Website of SEBI
8. Besley, Brigham, Parasuraman, Corporate Finance, Cengage Learning, 2015
9. Michael C.Ehrhardt, Eugene F.Brigham, Corporate Finance – A focused approach, Cengage Learning, 2011.
10. Madura, International Corporate Finance, 10th edition, Cengage Learning, 2014

317MBT12 - DERIVATIVES MANAGEMENT

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

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

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

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

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.

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 :

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

317MBT13 - MERCHANT BANKING AND FINANCIAL SERVICES

OBJECTIVES :

To enable student

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

UNIT I MERCHANT BANKING

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

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, FIIs, etc. Off - Shore Issues. – Issue Marketing – Advertising Strategies – NRI Marketing – Post Issue Activities.

UNIT III OTHER FEE BASED SERVICES

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

UNIT IV FUND BASED FINANCIAL SERVICES

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

UNIT V OTHER FUND BASED FINANCIAL SERVICES

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

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.

317MBT14 - SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

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

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

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

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

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

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

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.

317MBT15 - STRATEGIC INVESTMENT AND FINANCING DECISIONS

OBJECTIVE :

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

UNIT I INVESTMENT DECISIONS

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

Significance of Information and data bank in project selections – Investment decisions under capital constraints – capital rationing, Portfolio – Portfolio risk and diversified projects.

III STRATEGIC ANALYSIS OF SELECTED INVESTMENT DECISIONS

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

Capital Structure – Capital structure theories – Capital structure Planning in Practice.

UNIT V FINANCIAL DISTRESS

Consequences, Issues, Bankruptcy, Settlements, reorganization and Liquidation in bankruptcy.

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.
7. Website of IDBI Related to Project Finance.

HUMAN RESOURCE MANAGEMENT

317MBT16 - ENTREPRENEURSHIP DEVELOPMENT

OBJECTIVE: To develop and strengthen entrepreneurial quality and motivation in students. To impart basic entrepreneurial skills and understandings to run a business efficiently and effectively.

UNIT I ENTREPRENEURIAL COMPETENCE

Entrepreneurship concept – Entrepreneurship as a Career – Entrepreneurial Personality - Characteristics of Successful, Entrepreneur – Knowledge and Skills of Entrepreneur.

UNIT II ENTREPRENEURIAL ENVIRONMENT

Business Environment - Role of Family and Society - Entrepreneurship Development Training and Other Support Organisational Services - Central and State Government Industrial Policies and Regulations - International Business.

UNIT III BUSINESS PLAN PREPARATION

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

Finance and Human Resource Mobilization Operations Planning - Market and Channel Selection - Growth Strategies - Product Launching – Incubation, Venture capital, IT startups.

UNIT V MANAGEMENT OF SMALL BUSINESS

Monitoring and Evaluation of Business - Preventing Sickness and Rehabilitation of Business Units- Effective Management of small Business.

OUTCOME: Students will gain knowledge and skills needed to run a business.

REFERENCES:

1. Hisrich, Entrepreneurship, Edition 9, Tata McGraw Hill, New Delhi, 2014
2. S.S.Khanka, Entrepreneurial Development, S.Chand and Company Limited, New Delhi, (Revised Edition) 2013.
3. Mathew Manimala, Entrepreneurship Theory at the Crossroads, Paradigms & Praxis, Biztrantra, 2nd Edition ,2005
4. Prasanna Chandra, Projects – Planning, Analysis, Selection, Implementation and Reviews, Tata McGraw-Hill, 1996.
5. P.Saravanavel, Entrepreneurial Development, Ess Pee kay Publishing House, Chennai
1. 1997.
6. Arya Kumar. Entrepreneurship. Pearson, 2012.
7. Donald F Kuratko, T.V Rao. Entrepreneurship: A South Asian perspective. Cengage, 2012

317MBT17 - INDUSTRIAL RELATIONS AND LABOUR WELFARE

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

UNIT I INDUSTRIAL RELATIONS

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

UNIT II INDUSTRIAL CONFLICTS

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

UNIT III LABOUR WELFARE

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

UNIT IV INDUSTRIAL SAFETY

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

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

OUTCOME:

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

REFERENCES :

1. Mamoria C.B., Sathish Mamoria, Gankar, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2012.
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.
4. C.S.Venkata Ratnam, Globalisation and Labour Management Relations, Response Books, 2007.
5. Srivastava, Industrial Relations and Labour laws, Vikas, 2007.
6. P.N.Singh, Neeraj Kumar. Employee relations Management. Pearson. 2011.
7. P.R.N Sinha, Indu Bala Sinha, Seema Priyadarshini Shekhar. Industrial Relations, Trade Unions and Labour Legislation. Pearson. 2004

317MBT18 - LABOUR LEGISLATIONS

OBJECTIVE:

- 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.

Periods

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 3/43
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

OUTCOMES:

- 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
3. Tax Mann, Labour Laws, 2008.
4. D. R. N. Sinha, Indu Balasinha & Semma Priyadarshini Shekar, Industrial Relation, Trade unions and Labour Legislation, 2004.
5. Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj. Industrial relations & Labour Laws. Tata McGraw Hill. 2012
6. Srivastava, Industrial Relations and Labour laws, Vikas, 2007.
7. Respective Bare Acts.

317MBT19 - MANAGERIAL BEHAVIOUR AND EFFECTIVENESS

OBJECTIVE: To examine managerial styles in terms of concern for production and concern for people. To assess different systems of management and relate these systems to organisational characteristics.

UNIT I DEFINING THE MANAGERIAL JOB Descriptive Dimensions of Managerial Jobs – Methods – Model – Time Dimensions in Managerial Jobs – Effective and Ineffective Job behaviour – Functional and level differences in Managerial Job behaviour.

UNIT II DESIGNING THE MANAGERIAL JOB

Identifying Managerial Talent – Selection and Recruitment – Managerial Skills Development – Pay and Rewards – Managerial Motivation – Effective Management Criteria – Performance Appraisal Measures – Balanced Scorecard - Feedback – Career Management – Current Practices.

UNIT III THE CONCEPT OF MANAGERIAL EFFECTIVENESS

Definition – The person, process, product approaches – Bridging the Gap – Measuring Managerial Effectiveness – Current Industrial and Government practices in the Management of Managerial Effectiveness- the Effective Manager as an Optimizer. 44

UNIT IV ENVIRONMENTAL ISSUES IN MANAGERIAL EFFECTIVENESS

Organisational Processes – Organisational Climate – Leader – Group Influences – Job Challenge – Competition – Managerial Styles.

UNIT V DEVELOPING THE WINNING EDGE

Organisational and Managerial Efforts – Self Development – Negotiation Skills – Development of the Competitive Spirit – Knowledge Management – Fostering Creativity and innovation.

OUTCOME: Students will gain knowledge about appropriate style of managerial behaviour.

REFERENCES:

1. Peter Drucker, Management, Harper Row, 2006.
2. Milkovich and Newman, Compensation, McGraw-Hill International, 2013.
3. Blanchard and Thacker, Effective Training Systems, Strategies and Practices Pearson 2012.
4. Dubrin, Leadership, Research Findings, Practices & Skills, Biztantra, 2015.
5. Joe Tidd , John Bessant, Keith Pavitt , Managing Innovation ,Wiley 3rd edition,2006.
6. T.V.Rao,Appraising and Developing Managerial Performance, Excel Books,2002.
7. R.M.Omkar, Personality Development and Career Management, S.Chand 1st edition,2008.
8. Richard L.Daft, Leadership, Cengage, 1 st Indian Reprint 2008.

317MBT20 - ORGANISATIONAL THEORY, DESIGN AND DEVELOPMENT

OBJECTIVE: To learn how an organization can be designed and developed to deal with the challenges from environment, technology, and its own processes.

UNIT I ORGANISATION & ITS ENVIRONMENT

Meaning of Organisation – Need for existence - Organisational Effectiveness – Creation of Value – Measuring Organisational Effectiveness – External Resources Approach, Internal Systems Approach and Technical approach - HR implications.

UNIT II ORGANIZATIONAL DESIGN

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 III ORGANISATIONAL CULTURE

Understanding Culture – Strong and Weak Cultures – Types of Cultures – Importance of Culture - Creating and Sustaining Culture - Culture and Strategy - Implications for practicing Managers.

UNIT IV ORGANISATIONAL CHANGE

Meaning – Forces for Change - Resistance to Change – Types and forms of change – Evolutionary and Revolutionary change – Change process -Organisation Development – HR functions and Strategic Change Management - Implications for practicing Managers.

UNIT V ORGANISATION EVOLUTION AND SUSTENANCE

Organizational life cycle – Models of transformation – Models of Organizational Decision making – Organizational Learning – Innovation, Intrapreneurship and Creativity-HR implications.

OUTCOME: Students will be able to analyze organizations more accurately and deeply by applying organization theory.

REFERENCES:

1. Thomson G. Cummings and Christopher G. Worley, Organisational development and Change, Cengage, 9th edition 2011
2. Robbins Organisation Theory; Structure Design & Applications, Prentice Hall of India, 2009.
3. Bhupen Srivastava, Organisational Design and Development: Concepts application, Biztantra , 2010.
4. Robert A Paton, James Mc Calman, Change Management, A guide to effective implementation, Response Books, 2012.
5. Adrian Thorn Hill, Phil Lewis, Mike Mill more and Mark Saunders, Managing Change -A Human Resource Strategy Approach, Wiley, 2010.
6. Gareth R.Jones, Organisational Theory, Design & Change, Pearson Education, 6th Edition 2011.
7. Richard L. Daft, Understanding theory & Design of Organisations, Cengage, Western, 10th Edition, 2012.

OBJECTIVE:

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

UNIT I HUMAN RESOURCE DEVELOPMENT

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 – Strategic Capability , Bench Marking and HRD Audit.

UNIT II E-HRM

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

UNIT III CROSS CULTURAL HRM

Domestic Vs International HRM - Cultural Dynamics - Culture Assessment - Cross Cultural Education and Training Programs – Leadership and Strategic HR Issues in International Assignments - Current challenges in Outsourcing, Cross border Mergers and Acquisitions - Repatriation etc - Building Multicultural Organisation - International Compensation.

UNIT IV CAREER & COMPETENCY DEVELOPMENT

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

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 – Work Stress – Sources - Consequences – Stress Management Techniques.- Eastern and Western Practices - Self Management and Emotional Intelligence.

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, Edition 6, 2012.
2. Paul Boselie. Strategic Human Resource Management. Tata McGraw Hill. 2012.
3. Jeffrey A Mello, Strategic Human Resource Management, Cengage, Southwestern 2007.
4. Robert L. Mathis and John H. Jackson, Human Resource Management, Cengage, 2007.
5. Monir Tayeb. International Human Resource Management. Oxford. 2007
6. Randall S Schuler and Susan E Jackson. Strategic Human Resource Management. Wiley India. 2nd edition
7. McLeod. The Counsellor's workbook. Tata McGraw Hill. 2011

SYSTEM MANAGEMENT

317MBT22 - ADVANCED DATABASE MANAGEMENT SYSTEM

OBJECTIVES :

- To understand the various advanced databases used in the organization
- To be aware of recent trends in database management.

UNIT I INTRODUCTION

DBMS Models - Multimedia Databases, Parallel Databases, embedded, web, spatial, temporal databases, Virtualization, Active Databases - Embedded databases - Web databases.

UNIT II DATABASE IMPLEMENTATION

Query Processing basics and optimization – Heuristic Optimization – Transactions Models – Concurrency Control – Recovery – Security and Authorization – Storage – Indexing and Hashing – ISAM – B-Trees – Kd Trees – X Trees – Dynamic Hashing.

UNIT III DISTRIBUTED DATABASES

Distributed Databases – Queries – Optimization Access Strategies – Distributed Transactions Management – Concurrency Control – Reliability

UNIT IV OBJECT ORIENTED DATABASES

Object Oriented Concepts – Data Object Models – Object Oriented Databases – Issues in OODBMS - Object Oriented Relational Databases – Object Definition Languages – Object Query Languages

UNIT V EMERGING TRENDS

Data Mining – Data warehousing – Star, Snowflake, Fact Constellation; open source database systems, Scripting Language, JDBC, ODBC

OUTCOMES :

- Awareness of database models
- Knowledge of database technologies

REFERENCES :

1. Peter Rob, Carlos Coronel, Database System and Design, Implementation and Management, 8th edition, Cengage,
2. Ramez Elmasri and Shamkant B. Navethe, Fundamentals of Database Systems, 7th edition, Pearson Education, 2015.
3. Jeffrey A Hoffer et al, Modern Database Management, 12th Edition, Pearson Education, 2016,
4. Abraham Silberchatz, Henry F. Korth and S.Sudarsan, Database System Concepts, 6th Edition, McGraw-Hill, 2015.
5. Thomas M. Connolly and Carolyn E. Begg, Database Systems – A Practical Approach to Design, Implementation and Management, 6th edition, Pearson Education, 2015.
6. Jeffrey D. Ullman and Jennifer Widom, A First Course in Database Systems, 3rd edition, Pearson Education Asia, 2013.
7. Stefano Ceri and Giuseppe Pelagatti, Distributed Databases Principles and Systems, McGraw-Hill International Editions, 2008.
8. Rajesh Narang, Object Oriented Interfaces and Databases, 1st edition, Prentice Hall of India, 2004.
9. Mark L. Gillenson & el, Introduction to database management, 2nd edition, Wiley India Pvt. Ltd, 2012
10. Charkrabarti, Advanced Database Management Systems, Wiley India Pvt Ltd, 2011

317MBT23 - DATAMINING FOR BUSINESS INTELLIGENCE

OBJECTIVES :

- To know how to derive meaning form huge volume of data and information
- To understand how knowledge discovering process is used in business decision making

UNIT I INTRODUCTION

Data mining, Text mining, Web mining, Spatial mining, Process mining, BI process- Private and Public intelligence, Strategic assessment of implementing BI

UNIT II DATA WAREHOUSING

Data ware house – characteristics and view - OLTP and OLAP - Design and development of data warehouse, Meta data models, Extract/ Transform / Load (ETL) design

UNIT III DATA MINING TOOLS, METHODS AND TECHNIQUES

Regression and correlation; Classification- Decision trees; clustering –Neural networks; Market basket analysis- Association rules-Genetic algorithms and link analysis, Support Vector Machine, Ant Colony Optimization

UNIT IV MODERN INFORMATION TECHNOLOGY AND ITS BUSINESS 9 OPPORTUNITIES

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

UNIT V BI AND DATA MINING APPLICATIONS 9

Applications in various sectors – Retailing, CRM, Banking, Stock Pricing, Production, Crime, Genetics, Medical, Pharmaceutical.

PERIODS OUTCOMES :

- Big Data Management
- Appreciate the techniques of knowledge discovery for business applications

REFERENCES :

1. Jaiwei Ham and Micheline Kamber, Data Mining concepts and techniques, Kauffmann Publishers 3 rd edition, 2011
2. Efraim Turban, Ramesh Sharda, Jay E. Aronson and David King, Business Intelligence, 3 rd edition, Prentice Hall, 2014.
3. W.H.Inmon, Building the Data Warehouse, fourth edition Wiley India Pvt. Ltd. 2005.
4. Ralph Kimball and Richard Merz, The data warehouse toolkit, John Wiley, 2005.
5. Michel Berry and Gordon Linoff, Mastering Data mining, John Wiley and Sons Inc, 3rd Edition, 2011
6. Michel Berry and Gordon Linoff, Data mining techniques for Marketing, Sales and Customer support, John Wiley, 3 rd edition 2011
7. G. K. Gupta, Introduction to Data mining with Case Studies, Prentice hall of India, 2014.
8. Giudici, Applied Data mining – Statistical Methods for Business and Industry, John Wiley. 2009
9. Elizabeth Vitt, Michael Luckevich Stacia Misner, Business Intelligence, Microsoft, 2011
10. Michalewicz Z., Schmidt M. Michalewicz M and Chiriac C, Adaptive Business Intelligence, Springer – Verlag, edition 2016
11. Galit Shmueli, Nitin R. Patel and Peter C. Bruce, Data Mining for Business Intelligence – Concepts, Techniques and Applications Wiley, India ,3rd edition, 2016

317MBT24 - ENTERPRISE RESOURCE PLANNING

OBJECTIVES :

- To understand the business process of an enterprise
- To grasp the activities of erp project management cycle
- To understand the emerging trends in erp developments

UNIT I INTRODUCTION

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

UNIT II ERP SOLUTIONS AND FUNCTIONAL MODULES

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

UNIT III ERP IMPLEMENTATION

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

UNIT IV POST IMPLEMENTATION

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

UNIT V EMERGING TRENDS ON ERP

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

PERIODS OUTCOMES

- Knowledge of ERP implementation cycle
- Awareness of core and extended modules of ERP

REFERENCES :

1. Alexis Leon, ERP demystified, second Edition Tata McGraw-Hill, 2008.
2. Sinha P. Magal and Jeffery Word, Essentials of Business Process and Information System, Wiley India, 2012
3. Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill, 2008
4. Alexis Leon, Enterprise Resource Planning, third edition, Tata McGraw-Hill, 2014.
5. Mahadeo Jaiswal and Ganesh Vanapalli, first edition,ERP Macmillan India, 2013
6. Vinod Kumar Grag and N.K. Venkitakrishnan, ERP- Concepts and Practice, second edition Prentice Hall of India, 2009.
7. Summer, ERP, Pearson Education, 2016

317MBT25 - SOFTWARE PROJECT MANAGEMENT AND QUALITY

OBJECTIVES:

- To understand the various project management phases – Initiation, Planning, Tracking and Closure
- To study various project estimation methodologies, process models and risk management
- To understand quality assurance in software development

UNIT I PROJECT MANAGEMENT OVERVIEW

What is Project and Project Management, Various phase of Project Management, Project Stakeholders, Project Management Organisation (PMO); Roles and Responsibilities of Project Manager. Brief introduction to various process models - Waterfall, RAD, V, Spiral, Incremental, Prototyping, Agile-SCRUM, Extreme Programming (XP) and Kanban **Project Initiation** - Project Charter; Statement of Work (SoW)

UNIT II PROJECT PLANNING

Project Planning Activities- Project Scope, Work Breakdown Structures (WBS), Software estimation methodologies - COCOMO Model and Function Point

Project Scheduling Techniques – Program Evaluation and Review Technique (PERT), Gantt Chart and Critical Path Method (CPM)

UNIT III PROJECT TRACKING

Monitoring and Control, Project Status Reporting; Project Metrics; Earned Value Analysis (EVA); Project Communication Plan & Techniques; Steps for Process Improvement.

Risk Management: Concepts of Risks and Risk Management; Risk Management Activities; Effective Risk Management; Risk Categories; Aids for Risk Identification; Potential Risk Treatments; Risk Components and Drivers; Risk Prioritization.

UNIT IV PROJECT CLOSURE

Project Closure Analysis, Lesson Learnt

Software Quality Assurance-Software Quality Assurance Activities; Software Qualities; Software Quality Standards – ISO Standards for Software Organization, Capability Maturity Model (CMM), Comparison between ISO 9001 & SEI CMM, Other Standards.

UNIT V AGILE PROJECT MANAGEMENT WITH SCRUM

Agile Manifesto and Agile Principles

Agile Scrum - Purpose, Values, Scrum Framework, Scrum Roles – Product Owner, Scrum Master & Team, Scrum Events – Sprint Planning, Daily Scrum/Stand-up Meeting, Sprint Review, Sprint Retrospective, Scrum Artefacts – Product Backlog, Sprint Backlog, Increment and Definition of Done (DoD), Agile estimation – Story Point

OUTCOME:

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

- Manage different phases of Software Project Management
- Identify Risk and create risk mitigation plan
- Apply software quality assurance for better quality software delivery

REFERENCES:

1. Bob Hughes and Mike Cotterell, Software Project Management, Tata McGraw Hill, 5th Edition
2. Jalote, "Software Project Management in Practice", Pearson Education
3. Ramesh, Gopaldaswamy, "Managing Global Projects", Tata McGraw Hill
4. Ken Schwaber, Agile Project Management with Scrum, Microsoft Press
5. Mike Cohn, Agile Estimating & Planning, Pearson
6. Royce, "Software Project Management", Pearson Education, 1999.

ONLINE RESOURCES:

- <http://agilemanifesto.org/>
- <https://www.scrum.org/Resources/What-is-Scrum>
- <http://www.scrumguides.org/scrum-guide.html#purpose>

OBJECTIVES:

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

UNIT I INTRODUCTION TO e-BUSINESS

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

UNIT II TECHNOLOGY INFRASTRUCTURE

Internet and World Wide Web, internet protocols- FTP, intranet and extranet, Cloud Service Models – SAAS, PAAS, IAAS, Cloud Deployment Models – Public Cloud, Private Cloud, Hybrid Cloud, Auto-Scaling in the Cloud, Internet information publishing technology- basics of web server hardware and software

UNIT III BUSINESS APPLICATIONS

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

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

UNIT V LEGAL AND PRIVACY ISSUES

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

OUTCOMES:

At the end of this course, student should be able to know how to build and manage an e-business

REFERENCES

1. Harvey M. Deitel, Paul J. Deitel, Kate Steinbuhler, e-business and e-commerce for managers, Pearson, 2011.
2. Efraim Turban, Jae K. Lee, David King, Ting Peng Liang, Deborah Turban, Electronic Commerce – A managerial perspective, Pearson Education Asia, 2010.
3. Kelly Goetsch - e Commerce in the Cloud, O Reilly Media, 2014.
4. Parag Kulkarni, Sunita Jahirabad kao, Pradeep Chande, ebusiness, Oxford University Press, 2012.
5. Henry Chan & el, E-Commerce – fundamentals and Applications, Wiley India Pvt Ltd, 2007.
6. Gary P. Schneider, Electronic commerce, Thomson course technology, Fourth annual edition, 2007
7. Bharat Bhasker, Electronic Commerce, Framework technologies and Applications, 3rd Edition. Tata McGraw Hill Publications, 2009
8. Kamlesh K. Bajaj and Debjani Nag, Ecommerce- the cutting edge of Business, Tata McGraw Hill Publications, 7th reprint, 2009.
9. Kalakota et al, Frontiers of Electronic Commerce, Addison Wesley, 2004
10. Micheal Papaloelon and Peter Robert, e-business, Wiley India, 2006.
11. Michael Miller, Cloud Computing: Web-Based Applications That Change the Way You Work and Collaborate Online, Que Publishing, 2009

OPERATIONS MANAGEMENT

317MBT27 - LOGISTICS MANAGEMENT

OBJECTIVE :

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

UNIT I INTRODUCTION

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

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. Third and fourth party logistics. Selection of service provider.

UNIT III TRANSPORTATION AND PACKAGING

Transportation System – Evolution, Infrastructure and Networks. Freight Management – Vehicle Routing – Containerization. Modal Characteristics, Inter-modal Operators and Transport Economies. Packaging- Design considerations, Material and Cost. Packaging as Unitisation. Consumer and Industrial Packaging.

UNIT IV PERFORMANCE MEASUREMENT AND COSTS

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

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

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, 3rd edition 2016
2. Sople Vinod V, Logistics Management – The Supply Chain Imperative, Pearson Education, 3rd Edition, 2012.
3. Coyle et al., The Management of Business Logistics, Cengage Learning, 7th Edition, 2004.
4. Ailawadi C Sathish & Rakesh Singh, Logistics Management, PHI, 2011.
5. Bloomberg David J et al., Logistics, Prentice Hall India, 2005.
6. Ronald H. Ballou, Business Logistics and Supply Chain Management, Pearson Education, 5th Edition, 2007.

317MBT28 - MATERIALS MANAGEMENT

OBJECTIVE :

- Understand how material management should be considered for profitability

UNIT I INTRODUCTION

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

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

UNIT III INVENTORY MANAGEMENT

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

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

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

OUTCOME :

- Student gains 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

317MBT29 - PRODUCT DESIGN

OBJECTIVE:

- Understand the application of structured methods to develop a product.

UNIT I INTRODUCTION

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

UNIT II PRODUCT PLANNING

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

UNIT III PRODUCT CONCEPT

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

UNIT IV INDUSTRIAL DESIGN AND DESIGN TOOLS

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

UNIT V PATENTS

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

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, 2nd Edition 2011.

317MBT30 - PROJECT MANAGEMENT

OBJECTIVE:

To learn the concepts of managing projects.

UNIT I INTRODUCTION TO PROJECT MANAGEMENT

Project Management – Definition –Goal - Lifecycles. Project Selection Methods. Project Portfolio Process – Project Formulation. Project Manager – Roles- Responsibilities and Selection – Project Teams.

UNIT II PLANNING AND BUDGETING

The Planning Process – Work Break down Structure – Role of Multidisciplinary teams. Budget the Project – Methods. Cost Estimating and Improvement. Budget uncertainty and risk management.

UNIT III SCHEDULING & RESOURCE ALLOCATION

PERT & CPM Networks - Crashing – Project Uncertainty and Risk Management – Simulation – Gantt Charts – Expediting a project – Resource loading and leveling. Allocating scarce resources – Goldratt’s Critical Chain.

UNIT IV CONTROL AND COMPLETION

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

UNIT V PROJECT ORGANISATION & CONFLICT MANAGEMENT

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

OUTCOME:

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

REFERENCES :

1. Clifford Gray and Erik Larson, Project Management, Tata McGraw Hill Edition, 6e,2014.
2. John M. Nicholas, Project Management for Business and Technology - Principles and Practice, Second Edition, Pearson Education,5th Edition 2016
3. Gido and Clements, Successful Project Management, sixth Edition, Cengage, 2015.
4. Harvey Maylor, Project Management, Fourth Edition, Pearson Education, 2010

5. A.K. Chitale and R.C. Gupta, Product Design and Manufacturing, PHI, 2008.
6. Deborah E. Bouchoux, Intellectual Property Rights, Delmar, Cengage Learning, 2005.
7. Anil Mital. Anoop Desai, Anand Subramanian, Aashi Mital, Product Development, Elsevier, 2009.
8. Michael Grieves, Product Life Cycle Management, Tata McGraw Hill , 2006.
9. Kerber, Ronald L, Laseter, Timothy M., Strategic Product Creation, Tata-McGraw Hill, 2007.

317MBT31 - SERVICES OPERATIONS MANAGEMENT

OBJECTIVE:

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

UNIT I INTRODUCTION

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

UNIT II SERVICE DESIGN

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

UNIT III SERVICE QUALITY

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

UNIT IV SERVICE FACILITY

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

UNIT V MANAGING CAPACITY AND DEMAND

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

OUTCOME:

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

REFERENCES :

1. James A. Fitzsimmons, Service Management – Operations, Strategy, Information Technology, Tata McGraw-Hill – 7th Edition 2013.
2. Richard Metters, Kathryn King-Metters, Madeleine Pullman, Steve Walton Successful Service Operations Management, South-Western, Cengage Learning, 2nd Edition ,2012
3. Cengiz Haksever, Barry Render, Roberta S. Russell, Rebert G. Murdick, Service Management and Operations, Pearson Education – Second Edition.
4. Robert Johnston, Graham Clark, Service Operations Management, Pearson Education, 2nd Edition, 2005.
5. Bill Hollins and Sadie Shinkins, Managing Service Operations, Sage, 2006
6. J.Nevan Wright and Peter Race, The management of service operations, Cengage, 2nd Edition,2004

317MBT32 - SUPPLY CHAIN MANAGEMENT

OBJECTIVE:

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

UNIT I INTRODUCTION

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

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

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

Managing supply chain cycle inventory. Uncertainty in the supply chain -- Analyzing 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

Supply Chain Integration - Building partnership and trust in SC Value of Information: Bullwhip Effect - Effective forecasting - Coordinating the supply chain. . SC Restructuring - SC Mapping -SC process restructuring, Postpone the point of differentiation – IT in Supply Chain - Agile Supply Chains -Reverse Supply chain. Agro Supply Chains.

OUTCOME:

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

REFERENCES :

1. Janat Shah, Supply Chain Management – Text and Cases, Pearson Education, 2009.
2. Sunil Chopra and Peter Meindl, Supply Chain Management-Strategy Planning and Operation, PHI Learning / Pearson Education, Sixth edition, 2015.
3. Ballou Ronald H, Business Logistics and Supply Chain Management, Pearson Education, 5th Edition, 2007.
4. David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi, Designing and Managing the Supply Chain: Concepts, Strategies, and Cases, Tata McGraw-Hill, 2005.
5. Altekhar Rahul V, Supply Chain Management-Concept and Cases, PHI, 2005.
6. Shapiro Jeremy F, Modeling the Supply Chain, Cengage, Second Reprint , 2002.
7. Joel D. Wisner, G. Keong Leong, Keah-Choon Tan, Principles of Supply Chain Management- A Balanced Approach, South-Western, Cengage, 2012.

HOSPITAL MANAGEMENT

317MBT33 - HOSPITAL ARCHITECTURE, PLANNING, DESIGN AND MAINTENANCE

Unit: 1

Hospital as a system: Definition of hospital – classification of hospitals – changing role of hospitals – role of hospital administrator – hospital as a system – hospital & community.

Unit: 2

Planning: Principles of planning – regionalization - hospital planning team – planning process – size of the hospital – site selection – hospital architect – architect report – equipping a hospital – interiors & graphics – construction & commissioning – planning for preventing injuries –electrical safety.

Unit: 3

Technical analysis: Assessment of the demand and need for hospital services – factors influencing hospital utilization – bed planning – land requirements – project cost – space requirements – hospital drawings & documents-preparing project report.

Unit: 4

Hospital standards and design: Building requirement – Entrance & Ambulatory Zone – Diagnostic Zone – Intermediate Zone – Critical zone – Service Zone – Administrative zone – List of Utilities – communication facility – Biomedical equipment Voluntary & Mandatory standards – General standards – Mechanical standards – Electrical standards – standard for centralized medical gas system – standards for biomedical waste.

Unit: 5

Facilities planning: Transport – Communication – Food services – Mortuary – Information system – Minor facilities – others.

REFERENCE BOOKS

1. Designing for total Quality in Health Care - G.D.Kunders
2. Modern Trends in Planning and Designing of hospitals – Gupta S.K.SunilKant Chandra Shekhar.R Satpathy
3. Hospital and Nursing Homes Planning, Organisations & Management -Syed Amin Tabish
4. Hospitals, Facilities Planning and Management - G.D.Kunders

317MBT34 - CLINICAL SERVICES

Unit : 1

Introduction to Hospital services: Meaning and scope of patient care services – significance of patient care – role of administration in patient care – classification of Hospitals.

Unit: 2

Clinical services 1: Outpatient services – Inpatient services – Accident and Emergency services – Billing services.

Unit: 3

Clinical services-2: Laboratory services -Blood bank services – Radiology and Imaging services – Telemedicine -Rehabilitation services.

Unit: 4

Clinical services-3: Operation theatre – Intensive care units – Hospital acquired infections – Sterilization – Nursing services – Ward management.

Unit: 5

Total quality Management: Concept of quality – Quality control and assurance – ISO 9000 standards – TQM – NABH- JCAHO –ACHS Accreditation– Quality manual.

FRAME WORK FOR THE ABOVE TOPICS

1. Definition
2. Types
3. Role and Functions
4. Planning considerations like location, principles, shape, design, types, layout, special requirements
5. Equipment required
6. Staffing
7. Policies and procedures
8. Monitoring and Evaluation

REFERENCE BOOKS:

1. Management process in Health care - S. Srinivasan
2. Hospital department Profiles - Gold Berry A.J

317MBT35 - SUPPORT SERVICES

Unit : 1

Nutrition and Dietary services – Pharmacy services – Medical Records services.

Unit: 2

Facilities Engineering – Maintenance of Civil Assets – Electrical supply and Water supply – Medical gas pipeline – Plumbing and Sanitation – Air conditioning system – Hot water and Steam supply – communication Systems – Need and scope of Biomedical engineering departments in modern hospitals.

Unit: 3

Laundry services – House keeping services – CSSD-Energy conservation methods – AMC.

Unit: 4

Ambulance services – Mortuary services – Hospital security services.

Unit: 5

Disaster management – Fire hazards – Engineering Hazards – Radiological hazards.-Outsourcing of Support services –few case studies.

FRAME WORK FOR THE ABOVE TOPICS

1. Definition
2. Section or types
3. Role and Functions
4. Planning consideration like location, principles, shape, design, types, layout, Special Requirements
5. Equipment required
6. Staffing
7. Policies and procedures
8. Monitoring and Evaluation

REFERENCE BOOKS:

1. Hospital and facilities planning and Design - G.D.Kunders
2. Hand Book of Bio-Medical Engineering - Jacob Kline
3. Clinical Engineering Principles and Practices - Webster J.G and Albert M. Cook
4. Maintenance Planning and Control - Antony Kelly

317MBT36 - EPIDEMIOLOGY & PUBLIC HEALTH SYSTEMS

Unit: 1

Basic concepts and methods of Epidemiology and application to the variety of disease problems
– Health for all and primary Health care – Clinical trails – community trails – ethical considerations – inference from epidemiological studies.

Unit: 2

National Health Programmes related to Communicable diseases- Malaria, Filarial, Tuberculosis, Leprosy, AIDS, and STD National Health Programmes related to Non Communicable diseases – Cancer, Blindness, Diabetes, and Mental Health Reproductive and child health programme (RCH)-Health related national programmes – Integrated Child development scheme, water supply and sanitation, minimum needs programme.

Unit: 3

Alcoholism and drug dependency: Alcohol and alcoholism – opiod drug use – cocaine and other commonly abused drugs – nicotine addiction – setting up de-addiction and rehabilitation centers.

Unit: 4

Environmental and Occupational hazards – Hazards of environment and work place – Sterilizations – Autoclaves – Waste disposal management (Solids and Liquids) – Incinerators.

Unit: 5

Emergency Epidemic Management System – Safety systems – Immunization and Isolation systems – Communication systems – Public Health Service Systems – Health and Population policy and Strategies – District Health Organization – Regionalization of health care.

REFERENCE BOOKS:

1. Foundation of Epidemiology - Gilienfeld
2. Smallpox Eradication in India - Brilliant Lawrence
3. Pre-test Self Assessment and Review - Ronald Gold et.el.,
4. Principles of Internal Medicine Harrisons Volume 2

317MBT37 - HOSPITAL WASTE MANAGEMENT

Unit 1

Introduction, definition of general and hazardous health care waste and diseases, Infectious waste, genotoxic waste, waste sharps, biomedical waste categories categorization and composition of Biomedical waste .Specification of materials. Color coding. Sources of Health care wastes, Hospitals and health care establishments & other sources. Specifically Communicable diseases, Diseases epidemiology and mode of transmission of disease and prevention. Environmental pollution, its causes, consequences, mitigation and remedies

Unit 2

Health impacts of biochemical's waste. Direct & indirect hazards. Potential health hazards. Persons at risk .Basic information about infection? Infection agents on organizations spread of infection and Hospital acquired infection.

Unit 3

Basic steps in Health Care Waste Management Segregation at the point of generation sharp Decontaminating/Disinfections unit on container for autoclaving Sharp waste containers for storage and transportation autoclaving/ shredding /incrimination /bio hazard symbols. Microwave, Hydropulbing, plasma torch

Unit 4

Collection & Handling of waste.Infection control system in hospital. Needle sticks injury and other sharp injury and hospital policy for_protection of health care workers

Unit 5

International Scenario world Health Organization guidelines on

- a) Management of wastes from Hospitals wastes
- b) Management of Hospital wastes in
- c) Developing countries

REFERENCE BOOKS:

1. Hospital Waste Management –A guide for self assessment and review-Shishir Basarkar-Japee publication
2. Bio Medical Waste Disposal-Singhanant Preet, Kour sukijit-Jaypee Publication
3. Safety Management in Hospital-Joshi K. Jaypee Publication

317MBT38 - HEALTHCARE MARKETING AND PUBLIC RELATIONS

Unit 1 : Application of Marketing in Healthcare

Marketing Concept of Marketing ,Importance of Marketing to Healthcare Organizations, Challenges in Practicing Marketing in Healthcare Industry, Marketing Intelligence, Information and Research System - Marketing Organization : Chart, Fulltime Staff and Hiring Consultants

Unit 2 : Market (Individual and Organizational) Analysis

Market Measurement and Forecasting-Defining Market-Measuring Current Market -Demand Forecasting - Demand-Market Segmentation and Targeting - Steps in Segmentation and Targeting - Target Marketing - Consumer Analysis -Consumer Buying Process - Organization Buyer Behaviour-Consumer Adoption Process

Unit 3 : Marketing Mix Decisions

Product (Service) Decisions- Nature and Characteristics of Services-Marketing Approaches to New Services Development-Service Mix Decision-Service Item Decision-Service Life Cycle Decision-Demand Generation-Pricing Decision-Pricing Objectives in Healthcare-Pricing Strategy-Present and Future Situation-Place Decisions-Major Distribution Decisions- Strengthening Referral System- Promotion Decisions-Sales Force in Healthcare Organizations - Advertising in Healthcare Industry-Sales Promotion Practices in Healthcare Organizations-Publicity Practices-Marketing Strategies-Service Portfolio Strategy-Market Expansion Strategy-Target Market Strategy-Price Quality Strategy - Competitive Positioning Strategy - Marketing Mix Strategy

Unit 4 : Social Marketing

Steps in Social Marketing - Cognitive, Action, Behaviour and Value Changes

Unit 4 : Public Relations

Introduction to Public Relations-Meaning of Public Relations-Classification of Public from Healthcare Marketing Perspective-Evaluation of Public Relations -Public Relations Process Identifying the Relevant Publics-Measuring Images and Attitude of the Relevant Public Establishing Image and Attitude Goals for the Key Publics - Developing Cost Effective Public Relations Strategies - Implementing Actions and Evaluating Results - Community Opinion Surveys to Assess the Image of an Organization-A Model Questionnaire used in Healthcare Services- Methodology of the Study- Public Relations Tools - Materials : Written and Audiovisual-Media : News, Events, Speeches and Telephone Information Services -Health Service Public Relations Officer - Profile of Public Relations Officer - Changing Role and Responsibilities of Health Service PRO

Textbooks

1. Philip Kotler and Roberta N. Clarke, Marketing for Healthcare Organizaions(Prentice Hall Publication).
2. Roger Silver, Health Service Public Relations (Radcliffe Medical Press Ltd., Oxford, 1995) ISBN 1 85775

Reference

- John F. O'Malley, Healthcare Marketing Sales and Services: An Executive Companion (Health Administration Press) ISBN 1
- G.D. Kunder, How to Market Your Hospital Without Selling Your Philosophy (Prism Books Pvt. Ltd., Bangalore, 2000)

SHIPPING AND LOGISTICS MANAGEMENT

317MBT39 - CONTAINERIZATION AND ALLIED BUSINESS

COURSE OBJECTIVE:

- To provide an overview of the various elements of containerization and allied businesses
- To realize the potential of containerization and allied businesses

UNIT - I BASIC CONCEPT OF CONTAINERIZATION

Introduction to Liner Shipping industry - Unitization concept and methods - Malcolm Mclean and the birth of containerization - Generations of container ships and their specification - Container types, their specifications and cargoes carried in them.

UNIT - II FREIGHTING AND SIZE OF CONTAINER

Container shipping business - FCL and LCL sea freight products - Freight of FCL and LCL cargo - Slot utilization strategies - Estimation of optimum container fleet size - Multiport LCL consolidation

UNIT - III CHARACTERISTICS AND PHYSICAL OPERATIONS

Container terminal business- World's leading container terminals and location characteristics - container terminal infrastructure - container terminal productivity - container terminal profitability - Inland container terminals - Container Freight Stations

UNIT - IV CONTAINER TYPES AND BUSINESS

Container manufacturing trends - Container leasing business - Types of container leasing and their terms - maintenance and repair of containers - tracking of container movements - Container interchange. **UNIT - V MULTIMODAL TRANSPORT**

Alternate uses of containers -marketing of used containers -carriage of shipper own containers - multimodal transport options for containers -Insurance for containers -strategies for managing container imbalance.

COURSE OUTCOME:

- The students will learn the practices and ways to promote containerization and allied businesses
- The learners will have a complete idea about the different concepts, trends and strategies used for containerization and allied businesses

REFERENCES:

1. Marc Levinson, The Box: How the Shipping Container Made the World Smaller and the World Economy Bigger, Princeton University Press, 2008.
2. Dr. K. V. Hariharan, Containerisation, Multimodal Transport & Infrastructure Development In India, Sixth Edition, Shroff Publishers and Distributors, 2015.
3. Lee, C.-Y., Meng, Q. (Eds.), Handbook of Ocean Container Transport Logistics Making Global Supply Chains Effective, Springer, 2015

317MBT40 - EXIM MANAGEMENT

COURSE OBJECTIVE:

- To enlighten the students about the major functions in export and import processes.
- To provide the expertise for solving issues related to requirements in exim management.

UNIT - I FUNDAMENTALS OF IMPORT AND EXPORT

Role of Import and Export Trade in an Economy - Institutional Framework for Foreign Trade in India - Role of Director General of Foreign Trade and Commerce - Objectives of EXIM Policy - Global trade flows - Contract of International Sale of Goods - INCOTERMS 2010

UNIT - II OVERVIEW OF EXPORT AND IMPORT

Marketing for Exports - Negotiation and finalization of Export contract - Export Documentation Procedures - Cargo Insurance - Export Promotion Councils and incentive schemes- Role of Logistics in Exports- Export Houses / Trading Houses

UNIT - III DOCUMENTATION FRAMEWORK

Import for industrial use / trading - Import Documentation and Customs clearance procedures - Types of Imports - Import Licenses - Cargo Insurance - Role of Logistics in Import

UNIT - IV CREDIT AND PAYMENTS Payment methods in Foreign Trade - Documentary Credit / Letter of Credit-UCP 600 with respect to Shipping Documents and L/C Negotiation - Export / import financing strategies - Managing payment risks.

UNIT - V CUSTOMS CLEARANCE AND AGENCIES

Roles of Service providers in EXIM transactions - Global Traders - Commodity Brokers - Custom House Agents - Transport Operators - Freight Forwarders - Warehousing and 3PL service providers - Liners /Ship Agencies - Container Freight Stations - Port - Inspection Agencies/ surveyors - Quarantine Agencies - Pest Control Agencies - Chamber of Commerce.

COURSE OUTCOME:

- The students would be aware about the formalities of export and import industry
- The students will be able to comprehend the importance of exim management.

REFERENCES:

1. Justin Pauland Rajiv Aserkar, Export Import Management, Second Edition, Oxford University Press, 2013.
2. Usha Kiran Rai, Export - Import and Logistics Management, Second Edition, PHI Learning, 2010.
3. Director General of Foreign Trade, Foreign Trade Policy and Handbook of Procedures, 2015

317MBT41 - FUNDAMENTALS OF SHIPPING

COURSE OBJECTIVE:

- To provide the knowledge about fundamentals of shipping management
- to equip the students with the knowledge of shipping, ship building and repair

UNIT - I INTERDICTION OF SHIPPING

Role of Shipping in International trade-Types of ships and cargoes carried by them - International Organizations serving the shipping industry (IMO, BIMCO, ICS, IACS, IAPH)- Ship Registration and Classification.

UNIT - II LINER SHIPPING OPERATIONS

Liner shipping business - Types of Liner services - Container shipping lines and their services - Break bulk, Ro-Ro and project cargo services - Liner freight rates - Liner cargo documentation - Liner agency functions

UNIT - III DRY BULK BUSINESS

Dry Bulk shipping business- World's leading dry bulkports and cargoes handled by them - Types of Dry bulk ships and the Dry Bulk industry structure - Dry bulk market indices - Types of Chartering - Port agency functions.

UNIT - IV TANKER OPERATIONS AND BUSINESS

Liquid Bulk shipping business - World's leading wet bulk ports and cargoes handled by them- Types of tankers and gas carriers - Tanker freighting system (worldscale) -Factors affecting Tanker markets- Marine pollution conventions.

UNIT - V SHIP BUILDING AND REPAIR

Service providers to shipping industry -Ship management companies -Ports, inland terminals and Container Freight Stations- Ship building and repair yards -Financing the Shipping industry - Marine insurance providers.

COURSE OUTCOME:

- The students would be acquainted with the basics of shipping management
- The students will learn the skills needed for shipping industry

REFERENCES:

1. Michael Robarts, Branch's Elements of Shipping, Ninth Edition, Routledge, 2014.
2. Peter Brodie, Commercial Shipping Handbook, Third Edition, Informa Law from Routledge, 2014.
3. Review of Maritime Transport, UNCTAD, 2014.

317MBT42 - PORT AND TERMINAL MANAGEMENT

COURSE OBJECTIVE:

- To enlighten the students about the major functions in the port and terminal management
- To expose the students on the trends in port and terminal management

UNIT - I INTRODUCTION TO PORT AND TERMINAL 8 Role of ports in international trade and transport - Economic impact of ports on the regional economy - Multiplier effect - Location characteristics of ports - Different types of ports (natural, manmade, river, estuary).

UNIT - II PORT OPERATIONS

Design features of facilities in ports for handling various cargoes - Organization structure in Ports - Delivery of port services and the relationship between various departments - Marine Department - Traffic Department - other departments.

UNIT - III PORT MARKETING AND SERVICES

Marketing of Port services - Pricing of Port services - Components of port tariff - Concept of hinterland - Identifying the needs of ship owners and operators, ship agents, forwarders, truckers, rail and barge operators - Concept of Total Logistics cost.

UNIT - IV PORT PERFORMANCE Measurement of port performance - vessel turn round time, cargo volume, speed of cargo handling - Information flow requirements of the port, statutory bodies and port users - Port community computer systems and EDI applications.

UNIT - V PORT SECURITY AND ISSUES

Environmental issues connected with Ports & Terminals - Health and safety issues - Port security issues - International Ships and Port facility security (ISPS) code - Role of national, regional and local governments in owning / operating / managing ports.

COURSE OUTCOME:

- The students would be aware about skills pertaining to port and terminal management
- The students should be able to understand the principles and applications for port and terminal management

REFERENCES:

1. Maria G. Burns, Port Management and Operations, CRC Press, 2014.
2. Patrick Alderton, Port Management and Operations, Third Edition, Lloyd's Practical Shipping Guides, 2008.
3. H. Ligteringen, H. Velsink, Ports and Terminals, VSSD Publishers, 2012

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