PONDICHERRY UNIVERSITY

SCHOOL OF MANAGEMENT

DEPARTMENT OF MANAGEMENT STUDIES

MBA Course Structure and Syllabi
2018-2019 Onwards
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## COURSE STRUCTURE OF MBA PROGRAMME IN PONDICHERRY UNIVERSITY

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<td>Public Systems Management</td>
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Total Number of Credits: 102
Total Marks: 3300
Total Number of theory papers: 28
Total Number of Skills development workshop: 3
Total Number of Lab: 3
Number of Projects: 2
MBA DEGREE PROGRAMME

REGULATIONS FOR THE MBA PROGRAMME OFFERED IN THE UNIVERSITY DEPARTMENT:

1. Duration of the Course: 2 Years

2. **Examinations**: End semester examinations is under CBCS Scheme. The complete examination program is made 100% internal. The faculty member who teaches the subject will set the question paper and evaluate the answer scripts, enter the marks in SAMS takes the print out and brings to the Programme Committee meeting for approval.

Since it is single valuation, re-valuation system is being introduced. Within 7 days of announcing the provisional results, the students, if deemed necessary may apply for re-valuation along with the challan for prescribed re-valuation fee. After receiving the applications, their answer scripts will be photocopied, dummy number is given and send to Dean’s office for further processing. Dean send those scripts to external examiner for re-valuation. The marks awarded by the external examiner is final

3. **Proportion of marks between internal assessment and end-semester evaluation for subjects is 40:60 while it is fully internal for the workshop based subjects.**

4. **Guidelines for awarding mark for project works:**
   a. **Minor Project (3 WEEKS):**
      It will be done during the winter vacation in the semester.

      Marks for Project Viva awarded by the Guide & Co-examiner: 50 Marks
      [The co-examiner is one of the faculty members of the department]

   b. **Summer Project**
      There will be a mid-term review after 4 weeks

      Marks for Project awarded by Guide: 80 Marks
      Marks for Project in the Mid-Term Review: 30 Marks
      Marks for Project awarded for Class Representation and evaluation by DMS faculty Members: 40 Marks

5. **Passing Requirement**: The student should have a minimum of 40% marks in University Examination and a minimum total of 50 % marks in Internal and University Examinations put together in theory subjects. Wherever there is no internal component, the student should have a minimum of 50% marks in the University Examination.
6. **Question paper pattern:**

**PART A: 15 Marks**

Answer All Questions (No choice)

The number of questions to be announced is decided by the subject teacher

**PART B: 5 × 7 = 35 Marks**

- Question 6A or Question 6B
- Question 7A or Question 7B
- Question 8A or Question 8B
- Question 9A or Question 9B
- Question 10A or Question 10B

**PART C (1 × 10 = 10 Marks)**

Question 11: COMPULSORY (Case/Problem depending upon the subject)

7. **Maximum number of years permitted after completion of Semester IV to write arrear subjects:**
   a. Two years
   b. **Old Regulation Students**: Two years

8. **Guidelines to deal with attendance shortage of the students:**

   The students are permitted to proceed to the succeeding semesters without break. Under this scheme, the students should repeat the semester in which shortage occurred after completing the last semester (Semester-IV).
# COURSE STRUCTURE OF MBA PROGRAMME IN AFFILIATED COLLEGES

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Total Marks: 3300  
Total Number of theory paper: 28  
Total Number of Skills development workshop: 3  
Total Number of Lab: 3  
Number of Projects: 2
REGULATIONS FOR THE MBA PROGRAMME OFFERED IN AFFILIATED COLLEGES:

1. Examinations:
   Question paper setting, and valuation (double valuation) will be fully taken care of by the Controller of Examinations Office, Pondicherry University. However, in the workshop-based subjects the assessment is continuous and internal.

   The panel of Question Paper setters and the panel of Examiners for evaluation will be suggested by the University Department.

   If the difference between the two valuations is more than 15%, the script will be evaluated by a third subject expert and the mark awarded by that expert will be the final.

2. Proportion of marks between internal evaluation and external evaluation for subjects: 25:75

3. Guidelines for awarding marks for project works:
   
   Minor Project:
   
   Marks for Report awarded by the Guide: 50 Marks

   Summer Project:
   
   Marks for the Report awarded by the Guide: 100 Marks
   Marks for Project Viva awarded by the External Expert: 50 Marks

   Passing condition:

   The student should have a minimum of 38 marks out of 75 in the University Examination and a minimum total of 50% marks in Internal and University Examinations put together in each of the subjects. Wherever there is no internal component as in Project viva, the student should have a minimum of 50% marks in the project viva Examination. For workshop based subjects, the passing minimum is 50% of the internal assessment carried out on continuous basis.
4. Question paper pattern
Time: 3 Hours Maximum Marks: 100

PART A: 6 × 5 = 30 Marks
Answer any SIX Questions out of TEN Questions
Question 1 to Question 10

PART B: 5 × 10 = 50 Marks
Question 11 or Question 12
Question 13 or Question 14
Question 15 or Question 16
Question 17 or Question 18
Question 19 or Question 20

PART C (1 × 20 = 20 Marks)
Question 21: COMPULSORY (Case/Problem depending upon the subject)

Note: For answers, the following are the prescribed word limits.
5 marks – maximum 50 words
8 marks – maximum 200 words
10 marks – maximum 300 words

5. Maximum number of years permitted after completion of Semester IV to write arrear subjects:
   a) Two years
   b) Old Regulation Students: Two years

6. Guidelines to deal with attendance shortage for students:

The students are permitted to proceed to the succeeding semesters without break. Under this scheme, the students should repeat the semester in which shortage occurred after completing the last semester (Semester-IV).
SEMESTER I
## SEMESTER I

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</table>
MANAGEMENT PROCESSES

OBJECTIVES:
• Providing conceptual understanding of management concepts
• Familiarizing the students with the contemporary issues in management
• Enable them to apply the concepts in the management organization

METHODOLOGY:
Lectures, Case studies, Application exercises, Group or Class learning activities, Experiential Exercises

UNIT-I

UNIT-II

UNIT-III

UNIT-IV

UNIT-V
TEXT BOOKS:

REFERENCES

WEB RESOURCES:
www.shrm.org
www.shrmindia.org
www.ipma-hr.org
www.ahrd.org

ILLUSTRATIVE EXERCISE:
The Internal mark is awarded based on the components.
ORGANISATIONAL BEHAVIOUR

The success of a manager to contribute to the achievement of organizational goals is through the others. That depends on how effective the manager-person is able to understand and work on social-entity reality of an organization. In order to be successful, managers need to understand why people behave the way they do in organizations both as individuals and in groups, and also be able to apply their understanding in the dynamics of the workplace.

OBJECTIVE:

To understand and appreciate the fact that why & how of human behaviour in organizations is critical for its success and to orient the managers-to-be to develop people skills to make and run the work-place effective, innovative and stake-holder centric

METHODOLOGY:

The subject coverage goes with, among others, lectures, interactive discussion sessions, case-studies, experiential inputs of practitioners, observations, role-play and presentations; the students will have the assessment – element wise;

UNIT-I

UNIT-II: Individual Behaviour – Components

Perception and Learning; Personality and Individual Differences; Motivation – Content & Process Theories of Work Motivation - and Job Performance; Personal Values, Attitudes and Beliefs; Conflicts & Stress – Concept, why and how & Management

UNIT-III: Group Behaviour98

Group Dynamics & Determinants of Group Culture; Group Decision Simulation; Team Orientation; Leadership; Power and Politics in Organizations

UNIT-IV: Organizational Dimensions

Organisational Structure & its influence on personnel behaviour in organizations; Organisational Climate and Culture; Creating a culture for Innovation & Creativity; Organisational Change and Development
UNIT-V: Trends & Research in OB

Trends in Organisational Behaviour; Consciousness, conscience management, ICT & its influence on behavioural dimensions; Gen Next orientation; Relationship Orientation for improved productivity & lack of formal authority; Research Issues in Organisational Behaviour – Organizational Vision & employee alignment with vision; Gender Sensitivity, Competency Levels & Behavioural Dimensions; Re-visiting motivational theoretical constructs and such other contemporary issues such as Culture based influences in International OB and Communication in global environment (organizations)

TEXT BOOK:

REFERENCES

Suggestion: Some of the books indicated above may also be available in pdf format for free down-loading

WEB RESOURCES: www.obweb.org
http://www.indianchild.com/organizational_behavior.htm
www.obmnetwork.com
http://onlinelibrary.wiley.com/journal
http://www.elsevier.com/wps/find/journaldescription.cws_home
http://www.thinkingmanagers.com/
www.mindtools.com www.studygs.net
ILLUSTRATIVE EXERCISE:
- In this course, much of your time will be spent in group interaction. Groups will be created (by the instructor) in week 3 and given class time to become familiar with each other. Then, in weeks 5, 7, and 9 each group will participate in a different type of in-class exercise. The group will be given specific questions, either drawn from the textbook or provided by the instructor, and given approximately 24 hours to respond, in writing, to the assigned questions. Each assignment is worth 5% and the group grade will be shared equally by each member. Additional details will be provided in class. (Ex. Each group to pick an industry sector and present a case-study of a company from the respective industry sector during class sessions (case study can either be selected by the group / provided by the moderator))
- Book Project Assignment to be done in teams
- Individual / team based role-play exercises to demonstrate the working of certain concepts

The Internal mark is awarded based on the components and displayed in the notice board before the commencement of the semester-end examinations.
MANAGERIAL ECONOMICS

COURSE OBJECTIVES

- to provide a basic foundation on concepts and principles of Macro Economics, Micro Economics and managerial economics.
- to demonstrate the application of economic theory to business decision-making.

METHODOLOGY

- Class sessions comprise a mixture of lectures, interactive discussions, case presentations, and problem solving.
- In addition to the in-class exams and homework assignments, each student will undertake a short econometric project.

SYLLABUS

UNIT-I: INTRODUCTION


Relevance of demand analysis in Business Decision-making; Law of Demand; Elasticity of Demand; Determinants of Demand; Individual, firm and Market demand; Demand Curve and its nature; Demand Forecasting Techniques.

UNIT-II: MARKETS AND PRICING


UNIT-III: ECONOMIC DECISION-MAKING

Concept of Required Rate of Return and Internal Rate of Return; Annual-cost and Annual-worth Comparisons; Present-worth analysis; Computation of Cost of Capital and its relevance to decision-making; Economic Life; Replacement Economy; Analysis of risk and uncertainty in capital expenditure decisions.

Budgetary Control: Preparation of Cash Budgets, Purchase Budgets, Production Budgets and Flexible Budgets; Concept of Zero-Based Budgeting.
UNIT-IV MACRO ECONOMIC ISSUES (I)

The Great Depression of 1920s and lessons learnt. Global recession of 2008 and its impact on Indian business. The Euro crisis. WTO and its impact on Indian Agriculture and Textiles industry. Concepts of SEZs, EPZs, FTZs and EPCs.

UNIT-V: MACRO ECONOMIC ISSUES (II)


TEXT BOOKS

2. Varshnavy and Maheashwary, MANAGERIAL ECONOMICS, Sultan and Chand, New Delhi.
5. Managerial Economics: Principles and Worldwide Applications by Dominick Salvatore and Siddartha k rastogi (2016); Oxford Higher Education
6. Managerial Economics by D N Dwivedi (2015); Vikas Publishing House

REFERENCES

5. Macroeconomics and Active Graphs, Third Edition by Olivier Blanchard, Publisher: Prentice Hall
6. Macroeconomics: Theories, Policies, and International Applications by Roger LeRoy Miller, David D. VanHoose, Publisher: South-Western College
7. Macroeconomics with Macro Tools by Roger Farmer, Publisher: South-Western College
8. Intermediate Macroeconomics by Dennis W. Jansen, Charles D. Delorme, Robert B. Ekelund, Publisher: Thomson Learning
WEB RESOURCES

1. www.wareseeker.com/free-managerial-economics-tutorials
2. www.managementstudyguide.com
3. www.managementparadise.com
4. www.referenceforbusiness.com
5. www.debunkingeconomics.com
6. www.economywatch.com

ILLUSTRATIVE EXERCISE:

Problems on Preparation of Cost sheet, Forecasting demand using Regression Analysis, Calculation of Cost of Capital, Preparation of various budgets such as Production Budgets, Purchase Budgets, Cash Budgets and Flexible Budgets, and Cost of Acquiring and Replacing Machines using Capital Budgeting shall be worked out.

Students shall be required to deliberate on various macro and micro economic problems at global and national level, and on issues having an impact on the functioning of any business.
ACCOUNTING FOR MANAGERS

OBJECTIVES
• To acquaint the students with the fundamentals principles of financial, cost and management accounting.
• To enable the students to prepare, analyse and interpret financial statements.
• To enable the students to take decisions using management accounting tools.

METHODOLOGY FOR COVERING SYLLABUS

1) Classroom teaching of each of the units followed by regular exercises and surprise tests.
2) One practical assignment on ‘Accounting for SBEs” and its presentation by students.
3) Case Study - Analysis of Company Annual Report & application of marginal costing 4) Training on Tally Package

UNIT-I

UNIT-II

UNIT-III

UNIT-IV
Marginal costing – assumptions – Cost Volume Profit Analysis – Breakeven Analysis – Key Factor – Profit Planning (problem) – Decisions involving Alternative Choices: Determination of sales mix, exploring new markets and Make or Buy decisions (Problem for case study)
UNIT-V

TEXT BOOKS:
1. N. Vinayakam & B. Charumathi: Financial Accounting, S. Chand
2. S.N. Maheswari: Management Accounting, Sultan Chand

REFERENCES
1. Hingorani, Ramanathan & Grewal: Management Accounting, Sultan Chand
2. R.N. Anthony: Management Accounting – Text and cases, Irwin
3. B.K. Bhar: Cost Accounting, Academic Publishers

WEB RESOURCES
1. www.accountingformanagement.com
3. www.icai.org
4. www.icsi.edu
5. www.icwai.org

ILLUSTRATED EXERCISES
1. Tally practical record and examination – 15 marks
2. Practical assignment on Accounting by Small Business Enterprises and presentation of the same in the class – 5 marks
3. Submission of assignment on IFRS and accounting standards – 5 marks
4. Brainstorming session on Emerging Trends in Accounting – 5 marks
BUSINESS LAW

OBJECTIVES:
• To introduce the statutory provisions that affects the business decisions.
• To give an exposure to important commercial laws, the knowledge, that is essential for an understanding of the legal implications of the general activities of a modern business organisation.
• To understand the legal frame work related to contract
• To familiarise about the legal aspects regarding negotiable instruments
• To understand the legal regulations about the company

METHODOLOGY:
Lectures, Case studies, Assignments, Presentation of legal reports

UNIT 1 (11 SESSIONS)
The Indian Contract Act, 1872

UNIT II (08 SESSIONS)
The Indian Partnership Act, 1932
Definition of Partnership and its essentials, Rights and Duties of Partners: Types of Partners, Minor as a partner, Doctrine of Implied Authority, Registration of Firms, Dissolution of firms. Limited Liability Partnership Act, 2000 Incorporation by registration, Relationship of members, members as agents, ex- members, designated members, Cessation of trade by Limited liability partnership, Insolvency and winding up

UNIT III (08 SESSIONS)
The Sale of Goods Act, 1930
Definition and characteristics, Kinds of negotiable instruments, Promissory Note, Bill of Exchange and Cheques, Holder and Holder in due course, Negotiation, Presentment, Discharge from Liability, Noting and Protest, Presumption, Crossing of Cheques, Bouncing of Cheques.
UNIT IV (10 SESSIONS)
The Companies Act, 1956
Nature and Definition of a Company, Registration and Incorporation, Memorandum of Association, Articles of Association, Prospectus, Kinds of Companies, Directors: Their powers and duties, Meetings, Winding up.

UNIT V (08 SESSIONS)
The Consumer Protection Act, 1986
Aims and Objects of the Act, Redressal Machinery under the Act, Procedure for complaints under the Act, Remedies, Appeals, Enforcement of orders and Penalties.
Competition Act 2002
Objective, Anti-Competitive Agreements, Abuse of Dominant Position, Regulation of Combinations, Competition Commission of India –Composition, Powers and Functions.
Goods and Service Tax (GST)
Introduction, Overview and Evolution of GST, Registration under GST, Supply under GST and Valuation of Supply, Input Tax Credit under GST &Returns, Custom Duty and Indirect Taxation.

Books.
3. Systematic Approach to Indirect Tax- Kumar, Sanjeev
4. Text Book of Indirect Tax – Sinha P.K
5. Dr. Vinod Singhania, Taxman Publication, New Delhi

Reference.
1. Indirect Taxes: V. S. Datey – Taxman Publication
6. N.D Kapoor & Rajni Abbi-General Laws & Procedures (Sultan Chand & Sons)

WEB RESOURCES
1. www.legalindia.in
2. www.legalserviceindia.com
3. www.supremecourtofindia.nic.in
4. www.mca.gov.in
5. www.netlawman.co.in
6. www.legalhelpindia.com

ILLUSTRATIVE EXERCISE:
The Internal mark is awarded based on the components.
BUSINESS ENVIRONMENT

Course Objectives:
1. To enable students, understand the opportunities and challenges of prevailing and desirable global business environment in which business has to operate.
2. Provide an understanding of the role of business in society.
3. To enable students read, research and discuss the issues through written papers, presentations, industrial visits and role plays in class seminars.

Methodology: Teaching and Learning involves multiple and varied pedagogical tools with an emphasis on interactivity, which include the following:
• Classroom Lectures, Group Discussion on selective Articles taken from Newspapers, Magazines, Journals, Online Sources, and Various Reports.
• Case Studies, Seminar Presentations, Written Assignments, Role Plays and Field Visits

UNIT-I: Economic Environment
• External and Internal Environment
• PEST / PESTEL Analysis
• Environmental Analysis – Scanning, Monitoring, Forecasting and Assessing the Current and Future Environmental Changes.
• Liberalization, Privatization and Globalization of Economy.
• Social, Political and Economic Consequences of globalization.
• Structure of the Economy, Inflation and GDP

UNIT-II: Political and Legal Environment
• Democracy, Political Diversity, Politics and Markets
• Bureaucracy, Corruption Level, Societal Outlook and Orientation
• Roles of Government:
  a) Regulatory Role – Fiscal, Monetary and Industrial Policies, Tax Policies, Education and Employment Laws
  b) Promotional Role
  c) Entrepreneurial Role
  d) Planning Role

UNIT-III: Socio-Cultural Environment
• Population & its Growth Rate, Education Levels, Age Distribution and Life Expectancy Rates
• Family Size and Structures, Gender Distribution, Religion, Nationality and Beliefs and Minorities
• Social classes and Lifestyle, Average Disposable Income
UNIT-IV: Technological Environment
- Research and Development, Product and Process Innovation, Rate of Technological Change and Penetration Levels, Protection of Intellectual Property Rights
- Technological Leadership and Followers, Technology and Competitive Advantage, Time Lags in Technology Introduction, Adaptation, Transfer of Technology
- Internet Infrastructure

UNIT-V: Global Environment
- International Relations - MNCs
- World Trade Organization, Competition
- FDI, FPI, Special Economic Zone
- Environmental Issues
- Outsourcing and Collaboration
- Sustainable Development

References:
Text Books:
2. A.C. Fernando, Business Environment, Pearson.
4. Shaikh Saleem, Business Environment, Pearson

References-Books:

Magazines & Other References:
1. Survey of Indian Industry – published every year
3. TV Programs on Business and Environment
4. Others: Various publications such as reports, surveys, studies on business and management.
Web Resources
10. http://www.goidirectory.gov.in
11. http://www.businessdictionary.com

Illustrative Exercises:
1. Study and analysis of prevailing business environment in the industry chosen/or given and recommendations for the creating more enabling environment to promote business activity.

2. Visit to an Industrial Estate / Other organizations and assess the infrastructural facilities such as appropriate roads, street lights, industrial waste treatment plants and other amenities, and submit a Written Report small team projects.
BUSINESS ANALYTICS LAB -I
[2-Credit Paper- Workshop Mode]

OBJECTIVES

- To enable the students to know about the information needs of Management
- To introduce the concepts of data analysis methods
- To have hands-on training of Statistical Data Analysis through MS-EXCEL

METHODOLOGY

The methodology is predominantly by Problem Solving [using MS-EXCEL], supplemented by lecture mode and case discussion. The students have to undertake a project work in a topic of their interest and product, whereby apply the concepts studied in the course as their course evaluation submission.

Unit-1

BASICS OF STATISTICS AND EXCEL

Basic Statistical Terms - Population and Sample (Theory), Understanding Data-Qualitative Vs Quantitative Data / Continuous vs Discrete (Theory) -Measurement Scales - Nominal, Ordinal, Interval & Ratio

Types of Data in Excel - Text, Numbers, Date/Time, Logical (Excel) -Understanding Formulas and Functions (Excel) - Relative vs Absolute Reference (Excel), Basic Formulas, Functions and Named Ranges (Excel)

DESCRIPTIVE STATISTICS

Descriptive Statistics – Summary statistics [Mean/Median/Mode/Quartiles, Percentiles / Standard Deviation / Coefficient of Variation/Measures of Skew ness & Kurtosis

Installing Data Analysis Pack and Calculating Descriptive Statistics (Excel)

DATA VISUALIZATION

Importance of data visualization- types of charts
Bar/Pie Charts -Histogram -Box and Whisker Chart -Scatter Diagram (Excel)

Unit-2

BASIC PROBABILITY CONCEPTS AND PROBABILITY DISTRIBUTIONS

Basic Probability Concepts – Types - Rules - Concept of Bayes’ theorem

Probability Distribution - Types (Discrete, continuous) -Random variable -Use of expected value in Decisions making - Binomial Distribution - Poison Distribution - Normal Distribution

Theory of Sampling-Types probability sampling, non-probability sampling - Introduction to Sampling Distribution (Concept of SE) - Sample Size Estimation
Theory of Estimation - Types - Interval Estimates and Confidence Interval - Calculation Interval Estimates (C.I) for small & large samples

**HYPOTHESIS TESTING**
Tests for Mean and Proportions –One Sample test)
[One Sample z Test - One Sample t Test- One Sample p Test]

Testing of Hypothesis (two sample test) - Test for differences between means (large, small samples) - Test for proportions (small, large samples)

**Unit-3**

Chi Square Analysis - Test of Independence - Test of Goodness of fit
Analysis of Variance - One-Way Classification - Two way Classification
Theory of Correlation - scattered diagram, Karl-Pearson & Spearman Rank Correlation - Introduction to partial Correlation - Regression Analysis- Introduction to Time series and forecasting

**TEXT BOOKS:**
1. Panneerselvam, R., RESEARCH METHODOLOGY, PHI Learning Pvt. Ltd., New Delhi, 2004

**REFERENCES**

**MAGAZINES & OTHER REFERENCES**
1. www.emeraldinsight.com (A renowned research journal database)
2. www.ficci.com (Official web site of Federation of Indian chambers, Commerce and Industry)
3. www.ibef.org (Official web site of India Brand Equity foundation, a subsidy of CII)
4. www.ncaer.org (National Council of Applied Economic Research – Govt. of India data resource)

**WEB RESOURCES:**
1. www.statetutorials.com (Statistics tutorials including worked examples using softwares like SPSS)
2. www.analyzemath.com/statistics.html (Statistics tutorials)
4. www.search.ebscohost.com

**Mode of Evaluation:**
Continuous Internal Assessments– based on lab exercises
COMMUNICATION SKILLS WORKSHOP

OBJECTIVES:
- To understand the communication process in an organization
- To sharpen the communication skills – both oral and written - of the learner
- To simulate real-world business communication contexts and communicate effectively
- To facilitate experiential learning through use of role plays, presentations and so on.

METHODOLOGY:
Lectures, case discussions, story-telling, role-plays, seminar presentations, position papers, firm/issue analysis, mini-projects, social media content development and sharing

UNIT-I COMMUNICATION FOUNDATIONS
Communication model – relevance and types of managerial communication – communication barriers – ethical communication
Professionalism in communication – team communication, meetings, listening, nonverbal communication

UNIT-II BUSINESS WRITING
Planning business messages. - Analysing the task, anticipating the audience, adapting the message
Organizing and writing business messages – Patterns of organization – Use of tools such as mind maps – composing the message
Revising business messages - Revising for clarity, conciseness and readability – proofreading and evaluating
Writing business proposals and reports

UNIT-III WORKPLACE COMMUNICATION
Electronic messages and digital media – Use of audio visuals
Positive messages - Negative messages – structure and patterns in communicating news
Persuasive messages – Developing a sales pitch, Negotiation and conflict resolution
Presentation skills – overcoming stage fright – gaining and retaining the attention

TEXT BOOKS:
REFERENCE BOOKS:

WEB RESOURCES:
5. www.globalindian.net.in

ILLUSTRATIVE EXERCISE:
The continuous assessment is done based on components such as role play, presentation, active classroom participation,
SYSTEMS SKILL WORKSHOP

OBJECTIVE: To introduce the basic concepts of Oracle

No. of Credits: 2

METHODOLOGY:
Power Point Presentation, Participative type classes, Hands on training on oracle, case study and application of oracle, Assignments and Practice test.

UNIT-I
Introduction to Oracle- SQL* Plus.

FUNDAMENTALS OF PL/SQL: Basics of PL/SQL – Advantage of PL/SQL – Structure and Data types of PL/SQL.

UNIT-II
CONDITIONS AND LOOPS: Basic control structure of IF Statement – IF THEN, IF THEN ELSE, IF THEN ELSIF – Loops – FOR, WHILE, LABELS & GOTO.

UNIT-III
Subprograms and Packages: Procedures – Functions – Packages.

TEXT BOOKS:

REFERENCES

WEB RESOURCES:
1. www.oracle.com
2. www.intelligentedu.com
3. www.training-classes.com
4. www.freeprogrammingresources.com
5. www.techspot.com

ILLUSTRATIVE EXERCISE:
1. Database design for Student admission
2. Database design for Income tax calculation
3. Sales data base design
4. Database design for performance appraisal
5. Database design and consolidated mark sheet printing
SEMESTER II
# SEMESTER II

LIST OF CORE PAPERS

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<td>MARKETING MANAGEMENT</td>
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<td>OPERATIONS MANAGEMENT</td>
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<td>HUMAN RESOURCES MANAGEMENT</td>
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<td>OPERATIONS RESEARCH</td>
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<td>RESEARCH METHODOLOGY</td>
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</table>
FINANCIAL MANAGEMENT

OBJECTIVES:

- To know the various concept and sources of finance.
- To understand the various uses of finance.
- To familiarize oneself with the techniques used in financial management.

METHODOLOGY:
Assignment, test after completion of each unit
Class room lectures for all units
To solve problem self-made with all features will be used
Importance should be given for solving problems in each unit.

UNIT-I: FINANCIAL MANAGEMENT
Importance of Finance; Meaning of Business Finance; Meaning of Financial Management;
Objectives of Financial Management; Scope of Financial management, Role of Financial
Manager in the Changing Scenario; Method of Financial Management; Organisation of the
and Financial Forecasting, Financial Statement, Analysis and Interpretation; Practical
Problems.

UNIT-II: FINANCIAL PLANNING
Meaning of Financial Planning; Pattern of Financing; Source of Finance; Security
Financing; Convertible Debentures; Internal Financing; Loan Financing; Public Deposits;
Bridge Financing; Loan Syndication, & Finance Decision, Leverage; Types of Leverage;
Significance of Operating Leverage, Financial Leverage and Composite Leverage; Practical
Problems

UNIT-III: CAPITAL STRUCTURE
Meaning of Capital Structure; Capital Structure and Financial Structure; Pattern of Capital
Structure; Optimum Capital Structure; Capital Structure Theories, Determination of Capital
Structure; Financial Break Even Point and EPS Analysis, Capital Gearing and Trading on
Equity, Cost of Capital, Importance of Cost of Capital; Classification of Cost of Capital;
Determination of Cost of Capital, Capital Assets Pricing Model (CAPM) and Weighted
Average Cost of Capital (WACC), Practical Problems.

UNIT-IV: WORKING CAPITAL MANAGEMENT
Concept of Working Capital Management; Need for Working Capital; Types of Working
Capital; Management of Working Capital, Projection of Working Capital, Conservative
Asset Policy, Aggressive Asset Policy, Risk Return Trade Off, Source of Working Capital;
Management of Cash, Tools of Cash Management, Cash budget, Playing on Float, Lock
Box System; Management of Inventory, Tools of Inventory Management, ABC Analysis,
VED Analysis, EOQ Analysis, Perpetual Inventory System, Different Stock Level and Management of Receivable and Factoring Management; Practical Problems

UNIT-V: CAPITAL BUDGETING


TEXT BOOKS:


REFERENCES:


WEB SOURCES:

1. www.reoprtiunction.ocm
2. www.investorindia.com
3. www.fms.org
4. www.fmsfindia.org
5. www.financialmanagement.in
MARKETING MANAGEMENT -

SYLLABUS

Unit – I  Understanding marketing and the marketing process
The importance and scope of marketing Evolution of marketing: From transaction-based to relationship marketing Fundamental marketing concepts Marketing and customer value The marketing environment (macro and micro), ethics and social responsibility Marketing management process

Unit – II  Marketing planning, information and strategy
Strategic planning and the marketing process; Developing marketing plans Marketing research and Decision support systems Understanding consumer behaviour – marketing implications Market Segmentation, Targeting and Positioning Competitive strategies

Unit – III  Developing the marketing mix: Product and Price
Product classifications, Product Mix Product management decisions, Product Life Cycle Strategies New Product Development Pricing considerations and approaches (cost-based, buyer based and competition-based), pricing strategies

Unit – IV  Developing the marketing mix: Place and Promotion
Distribution channels and physical distribution – channel design decisions, channel management decisions Retailing and wholesaling – Retail classification, retailer marketing decisions, wholesaler marketing decisions Integrated marketing communication and promotion strategy, Promotion mix

Unit – V  Marketing applied
Introduction to and the basic concepts of Industrial marketing, Services marketing, Rural marketing, International marketing, marketing for non-profit organizations, marketing in a connected world

Text books:

Reference books:
1. Cravens, Hills and Woodruff: MARKETING MANEGEMENT
4. Ramesh Kumar: MARKETING NUGGETS

NB: Latest editions of the books mentioned above are recommended.
OPERATIONS MANAGEMENT

OBJECTIVES

To understand the concepts and techniques of Operations Management.
To use the above for improving the Operational Productivity of Organizations.

UNIT-I

UNIT-II

Line Balancing: Concept of Mass Production system, Objective of Assembly Line Balancing, Rank Positional Weight Method.

Inventory Control: Review of Basic Models of Inventory, Quantity Discount Model, Implementation of Inventory Systems, Introduction to P & Q system of Inventory

UNIT-III
Material Requirement Planning: Product Structure/Bill of Materials(BOM), MRP Concept

UNIT-IV


Quality Control: Introduction, need for Controlling Quality, Definition of a Quality System, Classification of Quality Control Techniques, Control Charts, Control Charts for Variable, Control Charts for Attributes, C-Chart, Acceptance Sampling: Operating Characteristic Curve (O.C. Curve), Single Sampling Plan.

UNIT-V


TEXT BOOK:


REFERENCES

HUMAN RESOURCES MANAGEMENT

OBJECTIVES:

• This subject provides the platform to the students of management to appreciate the critical managerial functions, processes and tasks of HRM in an organization.
• To become sensitive to the HR Management Processes and to adopt conceptual learning to real-life situations.
• To appreciate the methods and mechanics to bring out the best in people directing their energies towards corporate goals with personal satisfaction.
• The Class-room interaction is supplemented by Feel HRM Visits, Case Study presentation & Discussion and team oriented sharing of knowledge inputs via c-group.

METHODOLOGY:
Teaching methodology would be 'learning centric' and not necessarily 'teaching centric'. This may mean, it would be consultative and participative involving role modelling and fieldwork, case studies, role-plays, simulation exercises, group discussions and structured and unstructured group work. Eminent competent professionals from HR and other industrial realms will interact with the students besides the faculty.

UNIT-I:
INTRODUCTION TO Human Resources Management: Context and Concept of People Management in a Systems Perspective – Organisation and Functions of the HR and Personnel Department – HR Structure and Strategy; Role of Government and Personnel Environment including that of MNCs.

UNIT-II:
HR PLANNING AND SELECTION: Human Resource Information System (HRIS), Manpower Planning – Selection System including Induction – Performance and Potential Appraisal; Coaching and Mentoring; HRM issues and practices in the context of Outsourcing as a strategy and MNCs.

UNIT-III:

UNIT-IV:
UNIT-V:

TEXT BOOKS:

REFERENCES:
1. Bohlander, Snell, Sherman: MANAGING HUMAN RESOURCES, Thomson – South Western

WEB RESOURCES:
4. www.citeHR.com
ILLUSTRATIVE EXERCISE:
- In this course, much of your time will be spent in group interaction. Groups will be created (by the instructor) and each group will participate in a different type of in-class exercise. The group will be given specific questions, either drawn from the textbook or provided by the instructor, and given approximately 24 hours to respond, in writing, to the assigned questions. Each assignment is worth 5% and the group grade will be shared equally by each member. Additional details will be provided in class. (Ex. Each group to pick an industry sector and present a case study of a company from the respective industry sector during class sessions (case study can either be selected by the group / provided by the moderator))
- Book Project or Organizational visit assignment to be done in teams
- Individual / team based role-play exercises to demonstrate the working of certain concepts

The Internal mark is awarded based on the components and displayed in the notice board before the commencement of the semester-end examinations.
OPERATIONS RESEARCH

OBJECTIVES:
To introduce various optimization techniques of operations research
To facilitate the use of Quantitative Technique in various functional areas

METHODOLOGY
*The methodology is predominantly by Problem Solving, lecture mode and complemented with applications of case discussion.*

UNIT-I:

UNIT-II:
Transportation Problem, Assignment Problem, Inventory Control – Introduction to Inventory Management, Basic Deterministic Models, Purchase Models, Manufacturing Models without Shortages and with Shortages.

UNIT-III:
Shortest Path Problem, Floyd’s Algorithm, Minimum Spanning Tree Problem, CPM/PERT, Crashing of a Project network.

UNIT-IV:
Dynamic Programming, Capital Budgeting Problem, Shortest Path Problem, Reliability Problem, Optimal subdividing problems. Game Theory: Two Person Zero-sum Games, Graphical Solution of (2 × n) and (m × 2) Games.

UNIT-V
Introduction to Queuing Theory, Basic Waiting Line Models: (M/M/1) :(GD/α/α), (M/M/1):(GD/N/α), (M/M/C):(GD/α/α), (M/M/C):(GD/N/α), Introduction to queuing system simulation – Introduction to Basic Replacement Analysis: Economic Life of an Asset.

TEXT BOOKS:
REFERENCES:

MAGAZINES & OTHER REFERENCES
2. www.emeraldinsight.com (A renowned research journal database)
3. www.search.ebscohost.com (A renowned research journal database)

WEB RESOURCES:
1. www.universalteacherpublications.com (a website for OR Tutorial help)
5. www2.lib.udel.edu/subj/opre/internet.htm (internet resources for Operations Research)

ILLUSTRATIVE EXERCISE:
The Internal mark is awarded based on the components.
RESEARCH METHODOLOGY

[3 credit paper]

OBJECTIVES

- To enable the students to know about the information needs of Management.
- To introduce the concept of Scientific Research and the methods of conducting Scientific Enquiry.
- To enable them to conduct a Business Research Study and prepare the report.

METHODOLOGY

The methodology is predominantly by lecture mode and case discussion, complemented with a mini-project work. The students have to undertake a project work in a topic of their interest and product, whereby apply the concepts studied in the course.

Unit-1

Research – Meaning – importance and definition, Research in business, manager’s role revisited, role of research, measures of a good research.
Research process – the manager-researcher relationship, defining research problem and formulation of hypothesis, feasibility study and research proposal

Unit-2

Research Design – types of research design-exploratory, descriptive and experimental studies. The sources and collection of data – primary and secondary data sources-Sampling design – sampling procedures, types of sampling plans, sample size determination, common sources of error in sampling and data collection

Unit-3

Attitudinal measurements and scales - Basic methods of collecting data – survey methods, personal interviewing, telephone interviewing and self-administered surveys, instruments for respondent communication – Questionnaire design.

Unit-4

Analysis and interpretation of data: editing, coding and analysis of collected data- an Introduction-Univariate [T-tests Z-Tests] / Bivariate [Correlation-Regression-Chi Square, ANOVA]/ Multivariate Data analysis [Factor Analysis- Cluster Analysis-Multiple Regression-Discriminate Analysis, -Conjoint Analysis]

UNIT-V

Presenting results, – written and oral reports – technical report, survey based report research report Criteria-Application of research in functional areas of business- Guidelines for reviewing draft, Report format – Typing instructions, oral presentation
Text Books:
1. Panneerselvam, R., RESEARCH METHODOLOGY, PHI Learning Pvt. Ltd., New Delhi, 2004

Reference Books:

MAGAZINES & OTHER REFERENCES
- www.emeraldinsight.com (A renowned research journal database)
- www.ficci.com (Official web site of Federation of Indian chambers, Commerce and Industry)
- www.ibef.org (Official web site of India Brand Equity foundation, a subsidy of CII)
- www.ncaer.org (National Council of Applied Economic Research – Govt. of India data resource)

WEB RESOURCES:
- www.statetutorials.com (Statistics tutorials including worked examples using softwares like SPSS)
- www.analyzemath.com/statistics.html (Statistics tutorials)
- www.burns-stat.com/pages/tutorials.html (Statistics tutorials)
- www.spss.com
- www.search.ebscohost.com
MANAGEMENT INFORMATION SYSTEMS

OBJECTIVES:
• To introduce the concepts of different business system
• To focus on different components of information systems and to plan, design and develop such systems.

METHODOLOGY:
Power Point Presentation, Participative type classes, case study, Assignments, test. Subject quiz, Factory visit and field study, seminar, Game, Subject Video presentation and Illustrative exercise

UNIT I

UNIT II
1. Telecommunications and Networks: The Networked Enterprise Telecommunications Network Alternatives

UNIT III

UNIT IV
2. Developing Business/IT strategies: Planning Fundamentals – Implementation Challenges

UNIT V
1. Developing Business/IT Solutions: Developing Business Systems – Implementing Business
3. Enterprise and Global Management of Information Technology – Management of Information Technology – Managing Global IT
TEXT BOOKS:


REFERENCES:

WEB SOURCES:
1. www.startwright.com/virtual.htm
2. www.lamp.infosys.deakin.edu.au
3. www.mbsportal.bl.uk
4. www.ibm.com
5. www.infoworld.com

ILLUSTRATIVE EXERCISES:
1. Develop an original case for a MIS project in a government organisation.
2. Develop an original case for a MIS project in a financial organization
3. Develop an original case for a MIS project in a Hospital.
4. Develop an original case for a MIS project in an educational institution.
5. Develop an original case for a MIS project in a company manufacturing any product
6. Develop an original case for a MIS project in a Hotel
7. Develop an original case for a MIS project in retail industry
8. Develop an original case for a MIS project in Telecommunication Industry
SELLING & NEGOTIATION SKILLS WORKSHOP

Credits: 2
Hours per week: 2

OBJECTIVES:

- To understand the sales process in an organization
- To help the learner prepare a sales pitch
- To understand the phases in negotiation and options in conflict resolution
- To facilitate experiential learning through use of role plays by simulating real-world selling and negotiation scenarios

UNIT-I PERSONAL SELLING PROCESS
Role of selling in an organization – Typology of sales and selling scenarios
Attributes of a good salesperson – knowledge, skills and attitude – overall personality
The psychology of persuasion

UNIT-II PREPARING THE SALES PITCH
Steps in personal Selling: The opening – Need and problem identification – The presentation and demonstration – Objection handling – Closing the sale – Follow up – After-sale service

UNIT-III NEGOTIATION
Phases of Negotiation: Pre-negotiation – opening – information sharing – problem solving – agreement
Breakdown in negotiation – barriers that create impasse – overcoming barriers – conflict-resolution skills

Reference books:
BUSINESS ANALYTICS LAB -2

OBJECTIVES
• To enable the students to know about the information needs of Management
• To introduce the concepts of Advanced Statistical data analysis
• To have hands-on training of Statistical Data Analysis through SPSS / R / MS-EXCEL

METHODOLOGY

The methodology is predominantly by Problem Solving [using SPSS / R / MS-EXCEL], supplemented by lecture mode and case discussion. The students have to undertake a project work in a topic of their interest and product, whereby apply the concepts studied in the course as their course evaluation submission.

Number Credits : 2 Credit
Number of Contact hours : 30 Hours [30 Sessions]
Maximum Marks : 50
Evaluation: Continuous Internal Assessment only
  Mid Term-1 (30%)
  Mid Term-2(30%)
  Assignment-1 (20%)
  Assignment-2 (20%)

Unit-I


Working with various GUI / Non-GUI Plugins in R/ R-Studio

Unit-II

Using SPSS / R: Parametric Tests: Introduction to Univariate Analysis – one sample mean tests/one sample proportion tests/ t-tests.
  Bivariate Analysis – two sample mean tests / two sample proportion tests / t-tests/ correlation / regression / chi-square / ANOVA
  Introduction to non-parametric tests – univariate & bivariate analysis

Unit-III

Text Books:

1. Panneerselvam, R., RESEARCH METHODOLOGY, PHI Learning Pvt. Ltd., New Delhi, 2004

Reference Books:


MAGAZINES & OTHER REFERENCES

• www.emeraldinsight.com (A renowned research journal database)
• www.ficci.com (Official web site of Federation of Indian chambers, Commerce and Industry)
• www.ibef.org(Official web site of India Brand Equity foundation, a subsidy of CII)
• www.ncaer.org (National Council of Applied Economic Research – Govt. of India data resource)

WEB RESOURCES:

• www.stat tutorials.com (Statistics tutorials including worked examples using software’s like SPSS)
• www.analyzemath.com/statistics.html (Statistics tutorials)
• www.burns-stat.com/pages/tutorials.html (Statistics tutorials)
• www.spss.com
• www.search.ebscohost.com
SEMESTER III
# SEMESTER III

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STRATEGIC MANAGEMENT

OBJECTIVE:
To enable the students to apply the strategies studied in the foundation and fundamental courses, its specific strategic knowledge in different functional areas. This paper will enable the students to create, execute and evaluate different strategies in their everyday life as managers.

METHODOLOGY:
Students belonging to different functional areas form into groups, identify different organizations and study their strategies in depth and try to identify different strategies for the betterment of the organizations they chose.

UNIT-I:

UNIT-II:
Strategic management process – vision of the company – business vision models – objectives and goals. Business policies and strategies.

UNIT-III:
Environmental scanning and analysis – types: international, external, internal – characteristics – SWOT – approaches of the environmental scanning.

UNIT-IV:

UNIT-V:

TEXT BOOKS:
REFERENCES:

WEB RESOURCES:
1. www.businessweek.com
2. www.foxnews.com
3. www.atimes.com
4. www.brandweek.com
5. www.thenewstribune.com

ILLUSTRATIVE EXERCISE:
Choose a specific organization, study their strategies, critically analyse the performance and prepare a report.
PROJECT MANAGEMENT

OBJECTIVES:
• To understand the concept of project and steps in project management.
• To enable the students to prepare business proposals.
• To enable the students to evaluate the technical feasibility, financial viability, market acceptability and social desirability of projects.
• To be effective as project managers and as part of project teams.

METHODOLOGY FOR COVERING SYLLABUS

1. Class room teaching of all the units
2. B-Plan Assignment and its presentation by students.
3. Case Studies of real projects
4. Role plays of major projects focusing on project issues.
5. Problems for evaluation of projects financially and network analysis

UNIT-I:

UNIT-II:
Project feasibility studies: Opportunity studies, General opportunity studies, specific opportunity studies, pre-feasibility studies, functional studies or support studies, feasibility study – components of project feasibility studies – Managing Project resources flow – project planning to project completion: Pre-investment phase, Investment Phase and operational phase – Project Life Cycle – Project constraints.

UNIT-III:
UNIT-IV:
Developing a project plan: Developing the project network – constructing a project network (Problems) – PERT – CPM – crashing of project network – resource levelling and resource allocation – how to avoid cost and time overruns – Steps in Project Appraisal Process – Methodology for project evaluation - Project Control Process – control issues – project audits – the project audit process – project closure – team, team member and project manager evaluations.

UNIT-V:
Managing versus leading a project - managing project stakeholders – social network building (Including management by wandering around) – qualities of an effective project manager – managing project teams – Five Stage Team Development Model – Situational factors affecting team development – project team pitfalls.

TEXT BOOKS:
1. Project Management: The Managerial Process by Erik Larson and Clifford Gray (2017); McGraw Hill Education
2. Gopalakrishnan P and Ramamoorthy, V.E., Project Management, Macmillan

REFERENCES:
1. UNIDO SERIES on Project Management.
2. B.B. Goel, Project Management – Principles and Techniques, Deep and Deep
3. Project Planning and Control with PERT and CPM B C Punmia by K K Khandelwal (2016); Laxmi Publications Private Limited; Fourth edition

WEB RESOURCES
1. www.pmi.org
2. www.projectmanagement.com
3. www.mindtools.com
4. www.projectcentre.com
QUALITY MANAGEMENT

OBJECTIVES:
To recognize the importance of Quality Management
To have comprehensive knowledge of quality management
To study the tools and techniques which are needed for enhancing quality.

UNIT-I
Stages of quality control, History of quality, Quality management and its importance, Contributions of quality gurus, Impact of quality on business performance, Distinction between product quality and service quality, Desirable qualities of a leader, Leadership grid, Quality information system, Strategy development and deployment, Need for quality approach to strategy, Quality and its types, Supporting policies

UNIT II
Functions of human resource management (HRM), recruitment and selection, Training Methods, quality circles- Steps of quality circle meetings, Implementation of quality circle, Rewards and recognition, Customer Focus - Customer focus Vs Process focus, Internal customers and management, Quality edge, Factors affecting customer satisfaction, Role of marketing for customer satisfaction, Importance of customer retention, Impact of Customer Retention on Profitability, Steps of developing customer focus

UNIT III
Process and Statistical Quality Control- quality system, Process Capability – Concepts and indices -control chart for variables (X and R) and (X and S charts ), control charts for attributes (p, c and u charts), Quality function deployment, Six Sigma - elements of sig sigma, DMAIC Methodology, DMADV Methodology, six sigma technical tools, Benchmarking - types of benchmarking, stages of benchmarking process, Cost of quality- Activity based costing, Introduction to Shainin techniques, Business performance management - performance measures and their importance, balanced score card, quality control activities during product cycle and balanced score card

UNIT IV
Total productive maintenance - objectives of TPM, performance measures of maintenance system, pillars of TPM, stages of implementation of TPM , reliability, Failure modes and effects analysis (FMEA), Analysis of Variance (ANOVA) - complete factorial experiment with three factors, Orthogonal arrays - design of orthogonal arrays, ANOVA for orthogonal array with two-level factors, ISO 9000 series and ISO 9000:2000.
UNIT V
Malcolm Baldrige National Quality Award - Baldrige criteria, criteria of Baldrige award for performance excellence, steps of effective Baldrige assessment, Business process reengineering- steps of business process reengineering, measures of performance of BPR, applications of BPR, Building and sustaining total quality - role of quality professionals for quality organization, relevance of organizational culture to quality management, cultural change, employees role in cultural change, Sustaining quality organization - steps to Sustain Quality Organization, Quality Organization Sustenance Tools

Text Books:


REFERENCES

MANAGEMENT CONTROL SYSTEMS

OBJECTIVES:
The main aim of the course is to appraise the students about the newer paradigms of management control systems as well as its role in efficient management of public and private sector organisations in various functional areas.

METHODOLOGY:
Assignment, test after completion of each unit  
Class room lectures for all units  
To solve problem self-made with all features will be used Importance should be given for solving problems in each unit. Emphasises will be given for more problems/ case study.

Syllabus:

Unit 1: The Newer Paradigms of Management control systems
Definition, Meaning, nature, and purpose of Management Control Systems, four paradigms of control, four levels of control, Twelve commandments of control design, management, administration, organisation, organisational structure, management control structure, Management control process, strategic planning, organisational goals, organisational climate, Six sources of tensions in control systems, Span of control, determination of span of control, MBO, MBE, SBU, 3600 Technique, SWOT analysis, Delegations and decentralisations, new peoples management (NPM), social responsibility, conflict management, mutual supportive management systems.

Unit 2: Traditional instruments of control in organisations
Definition of audit, Types of audit, External audit, Internal audit, Internal controls, Operational audit, Social audit, Statutory audit, Cost audit, Special audit, Efficiency audit, proprietary audit, compliance audit, energy audit, Govt audit, and Environmental accounting, Green accounting, Management audit, Procedure for introduction of management audit, uses of management audit, marketing audit, distribution audit, Multiple rules of an auditor, Difference between auditing and investigation, Practical Problems

Unit 3: Accountability and Responsibility in organisations
Responsibility Accounting, Concept of responsibility centre, cost centre, profit centre, investment centre, ABC costing, Transfer prices, Budgetary control, flexible budget, zero base budget, performance budgeting, master budget, control ratios, performance report, analysis of variance(standard costing control), Financial statement and control, Network analysis (PERT, CPM), C VP Analysis, Sensitivity analysis(what if analysis), Operation research, Randomise block design, Latin square test for control, and Process costing control, Practical Problems

Unit 4: The Newer dimensions of control
Behavioural aspect of management control, motivations, quality of work life, morale, participatory management, learning curves, HR accounting, knowledge management control, risk management, replacement technique, controls for different situations, measuring performance to match strategy, Balanced score cards, Practical Problems
Unit 5: Management control in specialised organisations (Public utility)

Sectorial applications, controlling of financial sector, banking sector, the balance sheet concept, the concept of schedule of advances for bankers, insurance sector, system of insurance accounts, non-profit organisations, public service organisations, Public utility accounts (Double accounts), accounts, Corporate Sector Accounts, Amalgamation Absorption and External Reconstruction, Holding company, co-operative business, Practical Problems.

Text Books:

3. N. Ghosh, Management Control System, Prentice-Hall of India, New Delhi
5. R L Guptha: Advance Accounts, Sultan Chand and Sons, New Delhi
6. SK Gupta, Saxena, Maheswari: Management Accounting, Sultan Chand and Sons, New Delhi
7. S.N Maheshwari: Management Accounting and Financial Control Sultan, Chand and Sons, New Delhi
10. Kanti Swarup, Operation Research, Sultan Chand and Sons, New Delhi
11. MN Arora, Cost and Management Audit, Sultan Chand and Sons, New Delhi
12. TP Ghosh, Corporate Governance and Management Audit, ICWAI, Kolkata
13. LM Prasad, Principles and Practice of Management, Sultan Chand and Sons, New Delhi
15. Tandon, Principles and Practice of Auditing, Sultan Chand and Sons, New Delhi
16. S P Gupta, Statistical Methods, Sultan Chand and Sons, New Delhi
17. N Das Gupta, Environmental Accounting, S. Chand Co., New Delhi
SEMESTER IV
SEMESTER IV

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<td>BUSINESS VALUATION LAB</td>
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PUBLIC SYSTEMS MANAGEMENT

Objectives

- To bring theoretical tools and practical experience to bear on the relationship among Business, Government, and Society.
- To understand the significance of various Public Systems and their relevance with respect to the Quality, Transparency and Sustainability.
- To enhance the awareness of diverse issues affecting the governance of the nation and world at large.

Methodology: Teaching and Learning involves multiple and varied pedagogical tools with an emphasis on interactivity, which include the following:

- Classroom Lectures, Group Discussion on selective Articles taken from Newspapers, Magazines, Journals, Online Sources, and Various Reports.
- Case Studies, Seminar Presentations, Written Assignments, Role Plays and Field Visits

UNIT-I - INTRODUCTION

- Meaning, Definition, Scope and Significance of Public Systems.
- Public Policy Formation, Implementation and Evaluation.
- Centre – State Relations, Regional Disputes.

UNIT-II – GOVERNANCE

- Civil services, training and development of government employees, bureaucracy, work culture of public sector employees.
- Processes and procedures of government administration, filing system, proactive versus reactive government regulation, cost benefit analysis of regulation, citizen friendly services, Plain language in government administration.
- Transparency and Accountability – Objectivity versus Subjectivity, Process versus Objectivity/Outcome based approach in decision making.
- Open Government, E-Democracy, Computerization and E-Governance,
- Leadership Issues – Significance of Ethics, Integrity and Wisdom
UNIT-III – DEVELOPMENT AND REGULATION

• Inclusive growth and development, agenda and ideological issues of multi-party versus two-party system and nationalism.
• Privatization and Public-Private Partnerships: Different forms of relationship between public, private and voluntary sectors and alternative forms of institutional arrangements for service delivery to citizens.
• Networking with NGOs, private companies, other organizations and individual experts for the synergistic benefits for the citizens.
• Productivity – Systemic Efficiency, Futuristic and Visionary Planning.
• Subsidies – Analysis of Career versus carrot approach of Public Welfare Schemes.

UNIT-IV - GRIEVANCE REDRESSAL MECHANISM:

• Awareness through multiple media channels,
• Citizen care services - Online and offline Online frauds, Social Media Role of Media in the society.

UNIT-V – SYSTEMIC ISSUES

• Significance of systemic issues on the society, nation and world
• Corruption - Meaning, Adverse impact of corruption on societal attitude towards life.
• Types of Corruption - Systemic and Sporadic/Individual, Petty and Grand, Moral and Legal, Rumors and Reality.
• Societal Issues - Bribery, Dowry, Embezzlement, Nepotism, Patronage System
• Eradication of - Slums, Poverty, Extremism, Regionalism, Fundamentalism

REFERENCES:

Text Books:

1. Indian Public Administration by Ramesh K. Arora & Rajni Goyal, Wishwa Prakashan Publisher
3. Indian Administration by Hoshiar Singh, Kitab Mahal Publishers, Allahabad
4. Public Enterprise Management by Laxmi Narain, S.Chand Publishers, New Delhi, India
References:

2. Public-Private Partnerships, Theory and Paractice in International Perspective, Stephen P. Osborne
4. Rules and Procedure & Conduct of Business in Lok Sabha, Lok Sabha Secretariat, New Delhi
5. Motions and Resolutions in Parliament, Lok Sabha Secretariat, New Delhi
7. Constitution of India by Durga Das Basu
8. New Public Management by Dr. S.S. Gadkari, Himalaya Publishing House
9. Magazines, Journals and Newspapers,
10. T.V. Programmes on varied social issues of National & International importance.

Web Sources:

3. http://en.wikipedia.org/wiki/All_India_Services
20. http://www.goidirectory.nic.in
21. http://www.goidirectory.nic.in/exe.htm#min

Illustrative Exercises:
1. Term Paper on any topic from the syllabus to be studied in depth and submit at 15 days before the end of a semester.
2. Small team project to understand the practical working of government in offering citizen-friendly services and submit a report as well as make presentation.
ENTREPRENEURSHIP

OBJECTIVES:
- Providing the knowledge base of Entrepreneurship, and
- Developing tomorrow’s owners of business by providing the necessary inputs for the creation of the new ventures.

METHODOLOGY:
Lectures supplemented by case studies, interviews with entrepreneurs, feasibility study project report

UNIT – I

UNIT- II
Small Scale Enterprise: Definition, Characteristics, Role of Small Enterprise in Economic Development, Problems of SSE, Steps involved to start SSE, Package for promotion of Small Scale Enterprise.

UNIT – III

UNIT – IV

UNIT – V

TEXT BOOK:
REFERENCES:
4. Saheb and Nirjar: *Entrepreneurship* (Excel)
7. K. Nagarajan: *Project Management* (New Age International Publishers)

WEB RESOURCES:
1. www.ediindia.org
2. www.enterweb.org/entrship.htm
3. www.bdu.ac.in/skillbased/etd.pdf
4. wikieducator.org/Lesson_11: Entreprene...
5. www.suite101.com/content/entrepreneur...

ILLUSTRATIVE EXERCISE:
The Internal mark is awarded based on the components.
BUSINESS ETHICS AND CORPORATE GOVERNANCE

OBJECTIVES:
- To introduce the concept and importance of business ethics and corporate governance
- To know the facets of ethics management
- To know the ethical values and Indian ethos in Management

METHODOLOGY:
- Lectures, Group Discussion, Case Studies
- Seminar Presentations, Field works and Term projects


TEXT BOOKS:

REFERENCES:
1. Daniel Albuquerque, Business Ethics, Oxford Univ. Press
2. Laura P. Hartman, Perspectives in Business Ethics, Tata Mc Graw Hill.
3. Chakraborty, S.K., Management by Values, Oxford Univ. Press
WEB RESOURCES:
1. www.business-ethics.com
2. www.oecd.org
3. www.corpgov.net/news
4. www.icsi.edu
5. www.ethicsinbusiness.net/

ILLUSTRATIVE EXERCISE:
The Internal mark is awarded based on the components.
BUSINESS VALUATION

Course Objectives:
- To understand the macro economic factors that affect valuation.
- To understand the various techniques of valuation.
- To enhance the skill level in financial analytics for business valuation.
- To enable to do financial projections and write valuation reporting.

Methodology:
Teaching and Learning involves multiple and varied pedagogical tools with an emphasis on interactivity, which include the following:
- Classroom Lectures, Group Presentation and Discussion on selective Articles taken from Newspapers, Magazines, Journals, Online Sources (videos), Various Research Reports and Papers and Interactive sessions.
- Excel based calculation, Case Studies, Quiz, Viva, Report writing, Seminar Presentations and Written Assignments.

Unit I. Introduction and Approaches to Valuation


Unit II. Industry Analysis and Building Financial Models for Business Valuation

Understanding the Industry for the purpose of valuation- Reading the industry specific parameters – Analysis of ratios of various sectors - Macro economic factors affecting the industry- Market structure- Use of Porters five force model to understand industry for the purpose of valuation- Industry concentration using Herfindahl-Hirschman Index Understanding the value drivers of the industry- Understanding the key trends in the Industry - Firm valuation models - Free cash flow to firm models (FCFF Model), Excess return model, Equity valuation models- Relative valuation models (P/E Model- earnings multiples, P/B Model- book value multiples, Revenue multiples), Ohlson model, Capital asset pricing model - Reading the Company Annual Report to get key inputs for valuation- Understanding the strategies and the competitors - Understanding the business model-Revenue and cost drivers - Building the financial model from the scratch- Forecasting financial statements using Excel - Estimation of capital expenditure and working capital requirement - Projection of Free Cash Flows, Calculation of Weighted Average Cost of Capital– Selecting a terminal growth rate - Arriving at the equity value of the company using FCFE and FCFF.
Unit III. Application of Financial Valuation Methods and Report Writing

Review of valuation models using spreadsheet - Sensitivity analysis of the valuation model – Arriving at the range of equity value of the company – Calculating the market multiple

Unit - Other Methods of Valuation: Relative Valuation- Residual Income and Replacement Value methods of Valuation and its application in the real life - Report Writing: Investment Note writing- principles of logic and structure of the report - Use of Infographic and use of linking words in report writing - Special Cases in Valuation: Valuation of young companies, financial service firms, privately held companies, distressed companies - value enhancement strategies of firms.

References:

Text Books:
ELECTIVES
(SEMESTER III AND SEMESTER IV)
## LIST OF ELECTIVES
(SEMESTER III AND SEMESTER IV)

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### HUMAN RESOURCE MANAGEMENT

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### MARKETING

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**SYSTEMS**

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FINANCE ELECTIVES
ADVANCED DATA ANALYSIS

Objective
The objective of this paper is to give exposure to students on various quantitative techniques used for fact based decision making. The next objective is to give exposure on how business problems can be solved using quantitative techniques.

Methodology
- Giving importance to application of software to solve business problem.
- The students should use SPSS or SAS, Eviews and DEA software
- Preparation of record note book is a must
- The question will be on interpretation of output
- The students should collect data from CMIE database

UNIT 1
Collection and editing of live data- Hypothesis based analytics- Chi-Square, t-test, paired t-test, Non-parametric chi-square - Correspondence analysis – Analysis of variance, Factorial ANOVA, Repeated measures ANOVA-correlation – partial correlation

UNIT 2
Predictive Analytics – Simple linear regression – Multiple linear regressions - Logistic and step wise regression, non-linear regression.

UNIT 3
Multivariate Analytics – MANOVA -Factor Analysis – Cluster Analysis – Discriminant Analysis, Multidimensional Scaling, Structural Equation modeling

UNIT 4
Efficiency analysis – Data Envelope Analysis (DEA) – Corrected OLS – MOLS, DFA

UNIT 5
Econometric models – ARIMA – ARCH- GARCH – Box Jenkins method of forecasting
TEXT BOOK


REFERENCE


Web resources

www.uq.edu.au
www.ats.ucla.edu
www.sas.com
www.spsstools.net
APPLIED ECONOMETRICS

Course Description:

The purpose of this course is to expose students to the econometric techniques frequently used in economics, finance and business research. This course is intended to be an introduction to specification, estimation, and prediction with econometric models. The course provides a large number of applications of econometric models to finance and business research and an introduction to standard software for econometric analysis, such as E-Views and STATA. The objective of the course is to train students in applied econometrics, including single and multiple regression estimation and related hypothesis testing. Emphasis will be placed on practical use of such methods in a variety of economic and finance examples. The course therefore has two components: econometric theory and “Hands-on” experience.

Learning Outcomes:
After successful completion of the course students are able to.

1. Critically assess empirical research, and to thoughtfully produce their own empirical research.
2. Formulate economic and business interactions in analytical terms and analyse them using tools provided by the theory.
3. Make informed decisions about the model building process and the relevance of theoretical models in conducting applied work.
4. Model and interpret data with the problems of omitted variables, endogenous regressors, problems that are prevalent in most economic data.
5. Apply a range of econometric models and tools that are useful when dealing with different types of data sets
6. Use regression models to forecast future values.
7. Use software such as EViews and STATA for effective econometric modelling.

Course Contents
UNIT-2: Introduction to Error Correction Modelling (ECM), Co-integration, Vector Auto Regression (VAR), Vector Error Correction Modelling (VECM), and Structural Vector Auto Regression (SVAR).
UNIT-3: Generalised Auto Regressive Conditional Heteroskedasticity (GARCH), TGARCH, GARCH-M, EGARCH, GJR-GARCH (Asymmetric GARCH Models) Seasonal ARIMA, Generalized Methods of Movements (GMM) and Regime Switching
UNIT-5: Data Envelop Analysis (DEA), Stochastic Frontiers Analysis (SFA), Corrected Ordinary Least Square (Corrected OLS), Simultaneous Equation Modelling (SEM) and Limited Dependent Variable Models.

References:
BANK FINANCIAL MANAGEMENT

OBJECTIVES:
1) To know the scope of bank financial management
2) To understand the various types of risks faced by banks
3) To study the various tools and techniques of measuring and managing bank risks.

METHODOLOGY FOR COVERING SYLLABUS
• Class room teaching
• Assignments based on data collection from CMIE Prowess for measuring various types of risks,
• Brain Storming Session on Convergence of financial markets
• Quiz Programme


UNIT IV: Credit Risk: default risk, exposure risk, recovery risk, collateral risk, third party guarantee risk, legal risk - default, default probability - credit risk management in banks: Limit Systems and credit screening, risk quality and rating, external ratings, internal ratings, credit enhancement, covenants, structured transactions, securitization – measuring credit risk in banking transactions: Historical frequencies of defaults, agency ratings and default frequencies, default rate volatility and horizon, interbank exposure, contingencies, expected exposures and the time profile, loss in the event of default, credit risk and potential losses, expected losses and unexpected losses, risk based capital, default probabilities over different time horizon, default risk vs. term structure, default risk vs. transition matrices – Operational Risk and its types – organizational setup for operational risk – Operational Risk Management (ORM) Process in banks.


TEXT BOOKS:
1. Bank Financial Management, IIBF.

REFERENCES:
1. RBI Annual Reports & Basle Committee Reports.

WEB RESOURCES:
1. www.rbi.org.in Speeches
2. www.afajof.org
3. www.bankmanagement.com
4. www.defaultrisk.com
5. www.iibf.org.in
6. www.nibmindia.org
ILLUSTRATED EXERCISES:
1. Assignments based on data collection from CMIE Prowess for measuring interest rate risk by using GAP Analysis Method – 10 Marks
2. Students have to collect minimum of 3 research papers related to BFM from journals and viva will be conducted based on those research papers – 5 Marks
3. Brain Storming Session on Convergence of financial markets – 5 Marks
4. Quiz programme based on all the units – 5 Marks
BANKING AND INDIAN FINANCIAL SYSTEMS

OBJECTIVES:

- To get an insight into the constitutions, structure, objectives and working of the Banking Institutions in India.
- To evaluate the performance of Banking Institutions and their contribution to the growth of Indian Corporate Sector.
- To have a Bird’s view of the Indian Financial System and in the context of Global Indian Banking System.

METHODOLOGY

Class room lectures, assignments and field visits to financial intermediaries


TEXT BOOKS:

2. Sundharam and Varshney, Banking and Financial System, Sultan Chand & Sons
REFERENCES:
2. Varshney, Banking and Financial Systems, S Chand

WEB RESOURCES:
1. www.rbi.org.in › Speeches
2. www.afajof.org
3. www.bankmanagement.com
4. www.defaultrisk.com
5. www.iibf.org.in
6. www.nibmindia.org

ILLUSTRATIVE EXERCISE:
The Internal mark is awarded based on the components.
BLOCKCHAIN FOR BUSINESS
With blockchain fast emerging as a safe and secure technology, organisations across various sectors are exploring the option of using this in their operations. However, there is severe shortage of blockchain professionals. It is regarded as one of the safest and most secure technology and as a result, organisations not just fintech companies but also those from other domains are experimenting with it, necessitating the need for blockchain experts, this trend is here to stay and more jobs will be created in the blockchain domain

Course Objectives:
After this course,
• students will develop a global vision of Blockchain’s disruptive potential, and learn about the future challenges that this technology is likely to face, both technical and regulatory.
• students will learn why blockchain is disrupting all sectors and actors across the value chain, and will be given the tools to understand the long-term transformation that every sectors are likely to undergo through blockchain’s implementation.
• This practical program goes beyond the conceptual aspect of Blockchain. It provides theoretical as well as practical aspects of blockchain. It will enable students in understanding the opportunities and challenges in adoption of blockchain technology in different areas of business.

Methodology:
• The methodology includes, explaining core concepts, read, research and discuss the issues through written papers, presentations, Lectures, term papers, case discussions and role plays in class seminars.

Unit 1
What is Blockchain- Definition- Types of blockchain – Blockchain and Traditional data storage systems - Consensus mechanisms - Blockchain applications – Merits of Blockchain Technology to Business – How Blockchain Work - What is a block - Peer to Peer network- Distributed consensus - Public and Private Blockchains - Immutability, Security, Privacy, Anti-fragility - Security and Safeguards - Challenges in adoption – Scalability problems - Types of Blockchain and Enterprise

Unit 2
History of Centralized Services – trusted third party- Smart Contracts- Why is this revolutionary- Comparison to legal - Cryptography- Hashing- Data Integrity- Public vs Private Key - Decentralized Applications - Potential Application In Different Fields - Barriers and potentials for blockchain - Regulation and legal frameworks - Distributed ledger technology - Ethereum Platform - Scalability and distributed ledgers - Consensus Protocols and Byzantine Fault Tolerance (BFT) – cryptocurrencies- Regulation of blockchain - Regulation and Anonymity.
Unit 3
Blockchain applications- Industry Applications of Blockchain - Applications in Fintech Regtech and insurtech- Application for banking- Application HRM, Operations, Marketing, SCM- Blockchain for sustainable business- How people are using blockchain - Numerai, DAO, etc.- Lightning networks and plasma – Sidechains.

Unit 4

Unit 5
Development of Blockchain – Pros and cons of different implementations- Use Case - Business Case - Business Model.

References:
References-Books:
2. Blockchain: Blueprint for a New Economy by Melanie Swan
3. The Book of Satoshi: The Collected Writings of Bitcoin Creator Satoshi Nakamoto by Phil Champagne
BUSINESS ACCOUNTING AND ADVANCED FINANCIAL MANAGEMENT

OBJECTIVES:
• To know the various business accounting methods.
• To understand the various sources and uses of funds.
• To understand the various tools of financial management

METHODOLOGY:
Lectures, Numerical Problems solving, regular exercises and surprise tests


UNIT 3: BUSINESS FINANCE: Financial Planning, financial forecasting, forecasting models, Quantitative models (multiple, discriminate analysis) in Financial Analysis, short term financial decisions, advance credit analysis, factoring, credit insurance, cash management models.


UNIT 5: BUSINESS RESTRUCTURE: Corporate restructuring, forms of corporate restructuring, mechanics of mergers and acquisitions, corporate turnaround strategies, international financial managements, international investment decisions, cost of capital for foreign investment, financing foreign operations.

TEXT BOOKS
2. Shukla M.C., Corporate Accounting, S. Chand & Co, New Delhi
REFERENCES:
2. Bolten, S. E., Managerial Finance, Boston, Houghton Mifflin Co.

WEB RESOURCES:
1. www.accountingformanagement.com
3. www.icai.org
4. www.icsi.edu
5. www.icwai.org

ILLUSTRATIVE EXERCISE:
The Internal mark is awarded based on the components.
CORPORATE COMPLIANCE MANAGEMENT

UNIT I: Corporate compliance
Concept and significance – systems approach to compliance management – process of establishment of compliance management system – Compliance in letter and spirit.

UNIT II: Due Diligence

UNIT III: Legal Framework

UNIT IV: Search/ Status Reports
Importance, Scope and Verification of documents relating to charges – Requirements of financial institutions and corporate lenders – Preparation of reports

UNIT V Securities Management and Compliances

TEXT BOOKS

REFERENCES
   Year: 2009 Edition:21
CORPORATE FINANCE

OBJECTIVES:

• To understand the concept of Business Finance and Finance Techniques.
• To gain experience in financial policies, strategies and practices towards efficient corporate financial accounting and management.

METHODOLOGY:
Lectures, Numerical Problems solving, regular exercises and surprise tests

UNIT-I Introduction to Corporate Finance & Tools of Corporate Finance Analysis:

UNIT-II Corporate Promotion & Entrepreneurship

UNIT—III Corporate Securities & Capital Market

UNIT — IV Corporate Accounting & Strategic Decision
Corporate Merger-Amalgamation-Absorption-External Reconstruction— Holding Company — Merchant Banking-Non Banking Finance company- Foreign Capital and Collaboration — Mutual Funds in India. (Practical Problem)

UNIT — V Development Financial Institution & Project Appraisal
Development Banks- Projects appraisal — Financial Analysis-Technical Analysis-Social Cost Benefit Analysis-International Corporate Finance

TEXT BOOKS:
1. S.C. Kuchal: CORPORATE FINANCE.

REFERENCES:
1. Basu: INDUSTRIAL FINANCING IN INDIA.
2. S.M. Sukia: ADVANCED ACCOUNTANCY
CORPORATE TAX MANAGEMENT

OBJECTIVES:
1. To make the students understand the canons of taxation.
2. To train them to calculate income tax for individuals and corporate
3. To make the students to appreciate the tax applications in managerial and financial decision making.

METHODOLOGY
Lectures, numerical problems solving, training on filing tax returns for individuals and corporate

UNIT 1
Basic concepts- assessment Year- Previous Year-Person- Assesse- Income-Gross Total income- Total Income- Capital Asset- Company- Capital Receipts Vs Revenue ReceiptsCapital Expenditure Vs Revenue Expenditure- Methods of Accounting-Amalgamation. Residential Status and Tax Incidence- Incomes Exempt from Tax.

UNIT 2
Computation of Profits and Gains of Business or Profession- General Principles-Deductions and Allowances- Deemed Profits- Income from Undisclosed Sources-Valuations of Stock- Problems on Computation of Income from Business or Profession.

UNIT 3

UNIT 4
Tax Consideration in Specified Managerial Decisions and Their Implications on Cash Flow, Make or Buy, Own or Lease, Retain or Replace, Export or Domestic Sales, Shutdown or Continue, Purchase by Installation or Hire, Expand or Reduce the Size of Business.

UNIT 5
Tax Consideration in Special Areas- Foreign Collaboration Agreements, Mergers, Amalgamation, Reconstructions, Acquisition, Capital Structure, Dividend PolicyDepreciation and Other Allowances- New Industrial Undertakings and Tax Relieves- Personal Compensation Plan.
TEXT BOOKS:

REFERENCES:
4. B.B. Lal, DIRECT TAXES PRACTICE AND PLANNING, Konark.

WEB RESOURCES
1. www.etaxportal.com/
2. www.taxmanagementindia.com
3. www.companysecretaryindia.com
4. www.accountant-search.com/

ILLUSTRATIVE EXERCISE:
The Internal mark is awarded based on the components.
DIRECT TAXES LAW AND PRACTICE

COURSE OBJECTIVES

• to provide a basic foundation on concepts and principles of direct tax laws;
• to demonstrate the application of tax laws in tax planning.

METHODOLOGY

• Class sessions comprise a mixture of lectures, interactive discussions, case presentations and problem solving.
• In addition to the in-class exams and assignments, each student will undertake a short project comprising of survey on tax related issues.

SYLLABUS

UNIT I: Introduction to Income Tax Act of 1961

Income Tax Act 1961-Concept of Income; Residential status and Tax Liability; Incomes exempted from Tax; Computation of Income under Salaries; Income from House Property.

UNIT II: Gross Income Computation

Computation of Income from Profits and Gains of Business or Profession; Income from Capital Gains; Income from other sources.

UNIT III: Deductions and Relevant Provisions

Clubbing of Income; set off and carry forward of losses; Deductions from Gross Total Income; Relief and rebate in respect of Income Tax.

UNIT IV: Tax Assessment

Assessment of Individuals, HUFs, Firms and Thrust; Tax Administration; Income Tax Authorities; Procedure for Assessment.

UNIT V: Wealth Tax Act 1957

Incidence of Tax; Net Wealth Assets; Deemed Assets; Exempted Assets; Computation of Wealth Tax liability.

TEXTBOOKS

1. Dr. V.K. Singania, Direct Taxes Law &Practice, Taxman Publications (P) Ltd.
2. Bhagawati Prasad, Direct Taxes Law & Practice WishwaPrakashan, New Delhi.
REFERENCE BOOKS
1. Dinkar Pagare, Direct Taxes, Sultan Chand & Sons, New Delhi.

WEB MATERIALS
3. https://www.bankbazaar.com
4. https://moneyexcel.co
ENVIRONMENTAL ACCOUNTING AND COSTING

OBJECTIVES:
- To get an insight into the environmental accounting and costing system.
- To cover the inter relationship between the costing system and cost computations.
- To understand the importance of environmental accounting

METHODOLOGY
Lectures, numerical problem solving, term projects

UNIT 1

UNIT 2:

UNIT 3

UNIT 4

UNIT 5

TEXT BOOKS:
1. Das Gupta: Environmental Accounting, S. Chand
2. Das Gupta: Advanced Costing, Sultan Chand
REFERENCES:
2. S.P. Iyenar: Cost Accounting, Sultan Chand
3. M. L. Agarwal: Cost Accounting, S Chand

WEB RESOURCES
1. www.ecological-economics.org
2. www.gdrc.org/sustdev/concepts/07-ema.html
3. www.fsn.co.uk/.../environmental_accounting_an_activity_based_costing_approach.html

ILLUSTRATIVE EXERCISE:
The Internal mark is awarded based on the components.
EXPORT MANAGEMENT

Objectives
➢ To make the students well aware about the formalities associated with export trade.
➢ To make the students aware of the external environmental factors having a bearing on the export trade.
➢ To make the students aware of the export stimulation efforts of the government and the opportunities available to exporters to make good business.

METHODOLOGY
➢ Lectures shall be delivered on the theory aspects of the paper.
➢ Students shall be made to submit assignments about the various issues related to exports and the institutional support available for promotion of exports.
➢ Students shall be asked to assess the support available for boosting exports in Puducherry and the impact of such measures in the UT.

Unit 1- Exports- Meaning, scope and difference between export and domestic trade; Difficulties in export trade- fishing in turbulent waters- Impact of external and internal environment on export trade; Identifying and selecting foreign markets- modes of entering foreign markets.

Unit 2- Product planning for exports; Product designing - standardization Vs. Adoptation; Export pricing; Factors influencing export price; Pricing process; Methods of pricing; International price quotations; Payment terms.

Unit 3- Promotion of product for export; Methods of international promotion; Direct mail and sales literature; Advertising, personnel selling; Trade fares and exhibitions. randing and packaging; Labelling; Quality issues; After sales services. Distribution channels and logistics decisions for export trade; Selection and appointment of foreign sales agents.

Unit 4- Export policy and practices in India; EXIM Policy; Legislative framework regarding exports- Customs Act, FERA and FEMA; Trends in India’s foreign trade; EXIM Bank; Measures for Export promotion and incentives offered for exports by the government of India- EPZs, EOUs, and FTZs.

Unit 5- Export documentation; Export procedure; Free Trade Agreements negotiated by India; WTO and its impact on India’s agriculture and textiles trade; TRIPs and TRIMs.
TEXT BOOKS
2. Export Import Management by Parul Gupta (2017); McGraw Hill Education; First edition
3. Export Import Management by Ajay Pathak (2016); Educreation Publishing
5. John E Ray, Managing Official Exports, Publisher: Peterson Institute

References
1. An introduction to Export & Import: Based on practical knowledge by Mukesh Kalal (2015); Nine Planets Group; 2 edition
2. RBI Annual Report and bulletins published by the RBI.
3. The government of India website.

WEB RESOURCES:
www.indiandata.com
www.indianindustry. com
www.dateyvs. com
www.dacnet.nic.in
www.thaitrade. com
www.tradeindia. com
www.ieport. com
www.infodriveindia. com
www.export.gov
www.exportvirginia.org
www.scribd. com
www.taonline. com

RBI Annual Report and bulletins published by the RBI.
The government of India website.
FINANCIAL ENGINEERING

OBJECTIVES:

• To introduce the concept of Financial Engineering and its evolution
• To acquaint the students with the conceptual tools of Financial Engineering
• To make the student understand the physical tools of Financial Engineering, its processes and strategies.
• To appraise the students with the recent developments and future trends in Financial Engineering

METHODOLOGY FOR COVERING SYLLABUS

• Class room teaching of all the units
• Practical assignment and its presentation
• Viva based on research papers related to strategies for financial services
• Quiz programme for all the units.

UNIT-I:

UNIT-II:
UNIT-III:

UNIT-IV:

UNIT-V:

TEXT BOOKS:
REFERENCES
2. John Hull, Options, Futures, and Other Derivatives, Prentice Hall

WEB RESOURCES:
1. www.fea.com
2. www.iafe.org
3. www.financialcomputing.org
4. www.global-derivatives.com
5. www.quantfinancejobs.com

ILLUSTRATED EXERCISES
1. Students are to collect 3 research articles in the area of financial services strategies and viva will be held based on those research papers – 5 marks
2. Assignments based on CMIE data base and excel on arbitrage eg., tax asymmetries, etc. -5 marks
3. Developing a blueprint for a financial service of your choice – 5 marks
4. Brain storming session on Challenges for Future Financial Managers and submission of individual reports – 5 marks
5. Quiz programme based on all the units – 5 marks.
FINANCIAL MARKETS AND SERVICES

OBJECTIVES:
- To know about the Indian financial system and its players
- To understand the security market regulations
- To keep abreast of recent financial services

METHODOLOGY
Class room lectures, practical assignment, group discussions

UNIT-I

UNIT-II

UNIT-III

UNIT-IV

UNIT-V
Overview of financial services – merchant banking – functions, regulation – leasing and hire purchasing, factoring, venture capital, mutual funds, credit rating agencies, depositories.

TEXT BOOKS
REFERENCES
1. SEBI guidelines, Nabhi publications New Delhi.

WEB RESOURCES
1. www.ibef.org/industry/financialservices.aspx
2. www.capgemini.com › Services & Solutions ›
3. www.financialservicesbiz.com/
4. business-services.exportersindia.com/financial/

ILLUSTRATIVE EXERCISE:
The Internal mark is awarded based on the components.
FINANCIAL SERVICES MANAGEMENT

OBJECTIVES:

- To examine Financial Services management as an important and contemporary area of financial management
- To understand the various financial services and their future
- To determine the most suitable financial service, given the situations and contingencies
- To appreciate the role of management in superior Financial Services

METHODOLOGY

Class room lectures, practical assignment, group discussions, case studies, updation of news from financial dailies

UNIT-I:

UNIT-II:

UNIT-III:
Leasing: Concept, Types, Lease Agreements – Potentiality of Leasing as a means of financing – Advantages and Disadvantages – Accounting Treatment and sales tax provisions – Lease Financing in India – Factoring: Meaning, Modus operandi, types, functions – Factoring in India.

UNIT-IV:
Mutual Funds: Meaning, Origin, Types/Classification of Funds, Importance, Mutual Funds Industry in India – Venture Capital: Meaning, Origin, Importance, Methods, India Scenario.

UNIT-V:
Insurance: Meaning, Types, Insurance Industry in India and related reforms – Other Financial Services: Hire Purchase, Commercial paper, Credit Cards, Credit Rating, Recent trends in marketing financial services.
TEXT BOOKS:

REFERENCES:
2. All relevant journals and periodicals.
3. Reports of relevant Committees or workgroups published by RBI.
4. Reports and guidelines of RBI and SEBI on different types.

WEBSOURCES
1. www.ibef.org/industry/financialservices.aspx
2. www.capgemini.com › Services & Solutions ›
3. www.financialservicesbiz.com/
4. business-services.exportersindia.com/financial/

ILLUSTRATED EXERCISES
1. To analyse the benefits (before and after) of merger or acquisition of companies and submission of report (each student can take one case in any of the sectors); data can be taken from CMIE data base – 10 marks
2. Group discussion on recent trends in financial services industry and submission of report by each student. – 5 marks
3. Submission of assignment based on the exploration of websites of financial intermediaries to understand the latest products and services offered by them.
4. Collection of news items from financial news dailies to understand the innovative financial instruments used by corporate.
GLOBAL FINANCIAL MARKETS

OBJECTIVES
➢ To have exposure of Foreign Exchange Market
➢ To make the students aware of the International Exchange systems
➢ To make the students aware of the Global financial instruments
➢ To have exposure of resource mobilization in International Capital market

UNIT-I

UNIT-II

UNIT-III

UNIT-IV
UNIT-V
Portfolio - Risk reduction through Portfolio construction – Systematic risk -
Unsystematic risk – International Portfolio – Cross border flow of Equity investment –
Depository receipts – FII investments – FII investments in India – Risk and Return of
International Portfolio investments – Integration of Global Capital Markets. International
financial market Instruments-Secondary market operations, short term and medium term
instruments Foreign Currency Convertible Bonds (FCCBs) – Procedure for issuance –
External Commercial Borrowings (ECB) – Automatic Route – Approval route.

REFERENCE BOOKS
1. Jeevanandam. C, INTERNATIONAL BUSINESS, M/s Sultan & Chand, Delhi, 2008
3. Sumathi Varma, INTERNATIONAL BUSINESS, Ane, Delhi, 2010
5. Dr.Francis Cherunilam: International Economics, Tata McGraw Hall Publishing Co Ltd
   New Delhi.
   Delhi.
7. C. Jeavanandam: Foreign Exchange Practice, Concepts Sultan & Control Chand & Sons,
   New Delhi.
INDIAN ECONOMIC POLICY ENVIRONMENT

OBJECTIVES:
The objective of this course is to expose the students of management to a wide range of contemporary issues and challenges related to the economic policy environment in India that have critical ramifications for business decisions. An understanding of the real world issues is important for effectively operating in the existing business environment, as well as to assess the forthcoming economic conditions. Overall, the course aims to enable the management students to take informed decisions as they enter into a profession of their choice.

METHODOLOGY:
Mainly participative type classroom lectures and discussions using PPT and other available technology aided methods of instructions. The course will also include case study analysis, assignments, tests, subject quiz, seminar, etc.

UNIT-I: Indian Economy: Review and Prospects
Historical overview of the economic policy changes occurred in India since Independence and the impacts of these changes on the Indian economy and business – Reviewing economic performance in India using various indicators during pre-reform versus post reform-period – Understanding how economic policies played critical role in shaping economic performance in the Indian economy

UNIT-II: Real Sector Policy Issues
Economic reforms and Indian agriculture: Long-term issues and recent experience – Contract farming as a solution to current growth crisis in Indian agriculture – Paradigm shifts in India’s industrial policy – Labour market reforms and Indian manufacturing: Issues and challenges – Service sector growth miracle in India

UNIT-III: Monetary and Financial Sector Policies
The role of monetary policy in an economy – Conduct of monetary policy India: Changing dimensions in the post-reform period – Current challenges and issues related to RBI’s monetary policy – Banking sector reforms in India and issues related to financial stability – Reforming India’s financial sector: Changing dimensions and emerging issues – Global financial crisis and its fallout

UNIT-IV: Issues related to Fiscal Policy and Budget Management
Fiscal policy for achieving and sustaining higher economic growth in India – Importance of fiscal responsibility – Dynamics of debt accumulation in India – Analysis of the latest Union Budget
UNIT-V: External Sector Issues
Globalisation of the Indian economy and its impact – India’s current foreign trade policy – India’s foreign investment policy with emphasis on policy framework for FDI – Issues related to management of foreign exchange rate and forex reserves -

TEXT BOOKS:

REFERENCES:
2. Various Issues of Economic and Political Weekly, policy documents such as Economic Survey published by the Government of India, RBI Annual Report, etc.
3. Various financial newspapers such as Business Line, Business Standard, Financial Express, etc.

WEB RESOURCES:
• www.rbi.org.in
• www.epw.org.in
• http://ajayshahblog.blogspot.in/
• http://www.economist.com/
• http://indianeconomy.org/
INDIAN FINANCIAL FRAMEWORK

LEARNING OBJECTIVES:
➢ To know about the Indian financial system and its players
➢ To understand the securities market regulations
➢ To keep abreast of recent financial services
➢ To get an insight into the constitutions, structure, objectives and working of the Banking Institutions in India.
➢ To evaluate the performance of Banking Institutions and their contribution to the growth of Indian economy.
➢ To have a Bird’s view of the Indian Financial System and in the context of Indian Banking and Insurance System.
➢ To get an insight into the working of the Indian Insurance industry.

METHODOLOGY
➢ Lectures will be delivered on various concepts related to the financial system of India.
➢ Cases related to functioning of banks and their legal implications will be discussed.

UNIT I: INDIAN FINANCIAL MARKET STRUCTURE
Capital Markets – Importance and Classification; Recent changes in Indian Capital markets; Steps taken by government for promoting capital market in India.
Money Markets- Meaning, Instruments dealt, Constituents, Importance, Characteristics of a well-developed money market, causes for under development of Indian Money market; Measures of Indian government to tone up the Money market; Difference between Money market and Capital market; Difference between Indegeneous bankers and Money lenders; London and New York Money markets.
UNIT II: SECURITIES MARKET IN INDIA

Primary market – Advantages, classification, Functions, role industrial financing, and Parties involved; Government and statutory agencies, Collection centers; Placement of the issue; Pricing of New issues; Allotment of shares; Investors protection in the primary market; Underwriting – Types and Advantages; Responsibilities of underwriters; Merits of underwriting; Syndicate underwriting; Reasons for poor performance of Primary market in India.

Secondary Market – Growth of Stock exchanges in India; Organisational structure of stock exchanges of India; Functions of stock exchanges; Admission of members in recognized stock exchanges; Governing body and regulatory framework; Present position of stock Markets in India; Need to control stock exchanges in India; Types of orders; Online trading; Margns based on turnover and exposure limits (Initial margin); Listing of securities- Merits and Demerits; qualifications for listing; listing of rights shares; Chandratre committee report 1997; Delisting- Compulsory and voluntary; Types of securities; investment environment; Sources of Investment information.

SEBI- Objectives, Functions, Organisation, Role in primary and secondary markets; SEBI guidelines regarding Mutual funds, FIIs, New Issues, Capital market, capital issues, pricing, insider trading and investor protection.

UNIT III: BANKING SYSTEM IN INDIA

Banks-Definition, Functions and Classification of banks; Economic and monetary implications of modern banking operations in India; Social responsibility of banks; role of banks in economic development; contribution of banks in developing three sectors of the economy; Modern functions of banks; Deposit banking; Investment banking; Mixed banking; retail banking; wholesale banking; universal banking; Rural Finacing; Banker and Customer Relationship; Deposit Mobilization; Secured Advances; Endorsement and Crossing of Cheques; Payment of Cheques; Collection of Cheques; Opening of accounts of various types of customers; Priority sector advances; Nationalisation of commercial banks- Arguments in favour; Banks in the post-nationalisation period.

Central banking- Features of central bank; Difference between Central and commercial banks; Need and functions of central bank; Techniques of credit control; Commercial banks; cooperative banks- flow of cooperative funds; urban cooperative banks; LDBs; Development banks; Exchange banks; NABARD- its capital structure and functions; RRBs; Difference between RRBs and Commercial banks; EXIM Bank; SIDBI- Its functions; NBFCs; Reforms in banking sector; Banking Technology- Essentials of bank computerization, payment systems and electronic banking, Data Communication Network and EFT system; role of technology upgradation and its impact on functioning of banks; Security considerations; cyber crime.
UNIT IV: BANKING REGULATORY FRAMEWORK

**Banking Regulation Act of 1949**- Regulation of business of banks; Control over management of banks; Suspension and winding up of banks; Penalties for violation of provisions of the act.

**Securitisation and Reconstruction of Financial Assets And Enforcement of Security Interest Act, 2002**- Constitutional validity of the Act; Definitions; Registration of securitization or reconstruction company and cancellation of the registration.

**The Banking Ombudsman Scheme 2006**- Objects of the scheme, General powers of Banking Ombudsman; Procedure for redressal of grievance.

**Recovery of Debt Due to Banks And Financial Institutions (DRT)Act 1993**- Definitions; Jurisdiction, Powers and authority of Tribunal.

**The Bankers’ Books Evidence Act 1891**- Definitions and applicability; Conditions in the printout.

**The Law of Limitations 1963**- Definitions; Provisions related to period of limitations for various suits; Limitation and its computation.

Licensing of banks; Paid up capital and reserves requirements; pattern of Shareholdings; Subsidiaries of banks; Management of banks; Restrictions on employment; Corporate governance; Regulations regarding Deposit acceptance, Nomination, loans and advances, interest rates, payment system, Internet banking guidelines, Money market instruments, Banking Ombudsman and RBI Directions; Foreign banks; Maintenance of Cash reserves and liquid assets; Submission of returns, Inspection and scrutiny, Acquisition and Amalgamation of banks; Laws relating to creation of charge under Mortgage, Hypothecation and pledge; Letter of Credit- General considerations, Parties to LC, types of LC, Documents under LC, UCPDC 600, Payment under LC.

UNIT V: INSURANCE


**TEXT BOOKS**

3. Management of Banking and Financial Services by Padmalatha Suresh and Justin Paul (2017); Pearson Education, Fourth Edition
REFERENCES


5. IRDA publications.

6. Patterson, Edwin, W., ESSENTIALS OF INSURANCE LAW, McGraw Hill.


8. SEBI guidelines, Nabhi publications New Delhi.


12. Sundharam and Varshney, BANKING AND FINANCIAL SYSTEM, Sultan Chand & Sons

13. H.R. Machiraju, INDIAN FINANCIAL SYSTEM, Vikas Publishing House


WEB RESOURCES:

1. www.imf.com

2. www.cob.ohio-state.edu/fin/faculty/werner/825/Introduction.ppt

3. www.mhhe.com

4. www.mhhe.com/business/finance/er2e/ppt.mhtml

5. www.ifmanet.org/en/event.htm

EXERCISES

1. Students will be asked to deliberate on cases related to banking law and factors
INFRASTRUCTURE FINANCE

OBJECTIVES:

- To identify the sources of infrastructure finance
- To know the mechanism of infrastructure finance
- To understand the importance of infrastructure finance

METHODOLOGY

Class room lectures, field projects, group discussions

UNIT 1: PROJECT FINANCE: Infrastructure finance Vs Project Finance- Evaluation of Private and Commercial Financed infrastructure Projects- Structural Issues- Dissatisfaction with the Performance of Existing PSUs- Lack of Funds with Government


UNIT 3: PRIVATIZATION: Outlook for Infrastructure Projects- Demand for Infrastructure in future- Supply of infrastructure finance- Scope and Avenues- Business and Major Players

UNIT 4: PRODUCTS: Funded and Non-funded- Types- Take Out Products- Tax Implication- Role of FI and Banks- Portfolio of FI and Banks- Skill Required for infrastructure finance- Flow chart of infrastructure Projects


TEXT BOOKS

1. Moris, Sebastian Indian Infrastructure Report ED.,Oxford University Press
2. Raghuram S.Infrastucture Development and Financing,Deli,Macmillan

REFERENCES:

2. Dieter, Helm and Tim Jenkinson, Competition in Regulated Industries,UK,Oxford University Press
WEB RESOURCES
1. www.iifcl.org/
2. ifmr.ac.in/pdf/workingpapers/21/SourcesInfraFin.pdf
3. www.idfc.com
4. Moneycontrol.com
5. planningcommission.nic.in/reports/genrep
7. www.iimcal.ac.in/.../FINANCING%20INFRASTRUCTURE%20PROJECTS.pdf

ILLUSTRATIVE EXERCISE:
The Internal mark is awarded based on the components.
INTERNATIONAL FINANCE

OBJECTIVES:
- To have exposure on International aspects of Financial Management
- To understand the Foreign Exchange Management
- To introduce derivatives aspect of International Finance

METHODOLOGY
Class room lectures for all units
Information available in the papers regarding forex rates and FEMA rules will be discussed
Students will be asked to watch forex rates closely

UNIT-I:

UNIT-II:

UNIT-III:
Foreign exchange Exposure and Risk: Economic Exposure, Transaction Exposure, Translation Exposure, Management of Exposures.

UNIT-IV:
UNIT-V:
An Introduction to Financial Swaps: Major Types, Motivations Underlying Swaps, Application of Swaps, Valuation of Swaps.
International Accounting and Taxation: Accounting for Foreign Currency Transactions, Accounting for Foreign Operations.

TEXT BOOKS:

REFERENCES:
3. Alan C. Shapiro, MULTIMATIONAL FINANCIAL MANGEMENT., Prentice Hall of India.
5. Reid W.Click and Joshua D.Coval., THE THEORY AND PRACTICE OF INTERNATIONAL FINANCIAL MANAGEMENT., Prentice-Hall of India private limited.New Delhi-2004

WEB RESOURCES:
1. www.imf.com
2. www.cob.ohio-state.edu/fin/faculty/werner/825/Introduction.ppt
3. www.mhhe.com
4. www.mhhe.com/business/finance/er2e/ppt.mhtml
5. www.ifmanet.org/en/event.htm

ILLUSTRATIVE EXERCISE:
The students will be asked to submit reports on factors determining foreign exchange
The students will be asked to visit forex dealer office
The students should bring some success stories of companies in international finance
MERGERS & ACQUISITIONS

OBJECTIVES:
• To provide concrete understanding of Mergers & Acquisitions
• To familiarize the concepts to the students with the current issues in M&A
• To expose the students about the process and methods of M&A, measures to evaluate the performance of M&A

METHODOLOGY:

Lectures, Problems, Case studies with practical examples, Group or Class learning activities, Seminars, Projects on M&A will be given

UNIT – I

UNIT – II

UNIT – III
Synergy – Benefits from Synergy – Synergy Equation – Theories of Synergy – Pricing of M&A – All-cash Acquisition – All-share Exchange Acquisition – Cash and Share Offer – Break-even Synergy – Determining the Price Range of Acquisition – Synergy and Value creation in M&A – Acquiring Poorly Managed Firm – Acquiring Undervalued Firms – Synergy and Merger Success
UNIT - IV

UNIT V

Acculturation – Major Laws of M&A in India Text

Books
1. Donald M. DePamphilis, Mergers, Acquisitions and other restructuring Activities, 5th Edn, Elsevier – 2010
4. Peter Howson, Acquisition Essentials, Denzil Rankine, Pearson - Oct 2005
5. Weston, Chung & Hoag, Mergers, Restructuring, and Corporate Control, PHI - 2010

Reference Books
1. Gaughan, Patrick A., Mergers - What Can Go Wrong and How to Prevent it, 1st Edn., Wiley Finance - 2005

Web resources

Illustrated exercise: Every student should present one case study
MICROFINANCE

Objective

The course on microfinance is intended to give an exposure to the theoretical underpinnings on microfinance. It would cover the basic practices including the diverse approaches used in the profit and non-profit sector.

Methodology

- Only theoretical perspective
- Practical exposure on micro finance institution and micro organisation
- Preparation of project report
- Interaction with SHG members

Unit I

Unit II
Fundamentals of Banking - Social Banking: concept and its relevance in developing countries -Delivering Financial Services to the Poor - Micro-finance delivery Methodology-Legal and Regulatory framework - Governance and Managerial Aspects - Microfinance models and characteristics - Designing a Microfinance Programme.

Unit III

Unit IV

Unit V
**Text Books**

1. Fisher and Sriram, Beyond Micro Credit: Putting Development Back into Microfinance, Sage-Vistaar

**Reference Books**

5. Somanath V. S. (2009), Microfinance redefining the future, excel books.

**Websites:**

1. [www.microfinancegateway.org](http://www.microfinancegateway.org)
2. [www.nabard.org](http://www.nabard.org)
3. [www.tamilnaduwomen.org](http://www.tamilnaduwomen.org)
4. [www.rural.nic.in](http://www.rural.nic.in)
5. [www.urbanindia.nic.in](http://www.urbanindia.nic.in)
6. [www.tnr.gov.in](http://www.tnr.gov.in)
7. [www.nird.org.in](http://www.nird.org.in)
RISK MANAGEMENT AND INSURANCE

OBJECTIVES:
- To introduce the concept of risk management and insurance
- To familiarize the conceptual framework of risk management and insurance decisions
- To understand the business risk management and public policy issues

METHODOLOGY
Class room lectures, field projects, group discussions


TEXT BOOKS
REFERENCES
2. IRDA publications.

WEB RESOURCES:
1. www.bseindia.com
2. www.nseindia.com
3. www.indiaipo.com
4. www.capitalmarket.com

ILLUSTRATIVE EXERCISE:
The Internal mark is awarded based on the components.
SECURITY ANALYSIS & PORTFOLIO MANAGEMENT
CREDITS: 3

Course Objectives:
1) To provide understanding and insights into investment avenues
2) To give exposure on functioning of capital markets
3) To provide knowledge and skills on portfolio management

Methodology
Class room discussion for all the units
Latest information about market movements, Emphasis will be given to problems.

Unit-1
Introduction to Investments 8 Hours

Unit - II
Indian Capital Market 8 Hours

Unit - III
Fundamental Analysis 10 Hours

Unit - IV
Technical Analysis: 8 Hours
Unit - V  
Portfolio Management  
11 Hours

TEXTBOOKS

REFERENCES
6. V. K. Bhalla, Investment Management, S. Chand & Company Ltd., 2012
STRATEGIC COST MANAGEMENT

OBJECTIVES:
- This basic objective of the course is to provide strategic cost information and techniques and their application to ‘efficient and effective’ business decisions.

METHODOLOGY
Class room lectures, group discussions

UNIT-I:

UNIT-II:

UNIT-III:

UNIT-IV:

UNIT-V:

TEXT BOOKS:

REFERENCES:
WEB RESOURCES:
1. www.bai.org/
2. www.marketstrategies.com
3. www.practitionerstrategies.com
4. www.fsfinancialstrategies.com
5. www.referenceforbusiness.com

ILLUSTRATIVE EXERCISE:
The Internal mark is awarded based on the components.
Strategies for Financial Services

Objectives:

1) To understand the application of strategic management concept in financial services sector.
2) To prepare the students to design strategies required for financial services sector.
3) To develop skills among the students to manage various strategies through

Methodology for Covering Syllabus

- Class room teaching
- Case studies
- Group Assignments on developing Porter’s 5 forces model for financial services intermediaries such as banks, insurance companies, mutual funds, investment banks
- Brain Storming Session on Multiple Regulatory Bodies in India
- Viva based on research papers related to strategies for financial services

Unit I: Indian Financial Services Industry – Market Players & Regulators – DFIs, commercial banks, merchant banks, insurance companies, mutual funds, investment banks, NBFCs, etc. – Strategic Management – importance and its application for managing financial services companies.


TEXT BOOKS
2. S.M. Jha, Services Marketing (s.Chand)

REFERENCES
1. Speeches and Occasional Papers published by RBI, IRDA and SEBI.
2. Leading Indian case studies of Banks, Insurance, Mutual Fund and Investment Banks
4. Journal of Marketing, NIBM – various issues
5. Financial Dailies for the latest updates in strategies.

WEB RESOURCES:
1. www.bai.org/
2. www.marketstrategies.com
3. www.practitionerstrategies.com
4. www.fsfinancialstrategies.com
5. www.referenceforbusiness.com
6. www.afsaef.org

ILLUSTRATED EXERCISES:
1. Submission of report based on analysis of a financial company’s important functional strategy (eg. Retain banking strategy or financial inclusion strategy of a bank) – 5 marks
2. Case studies of successful financial intermediaries ( eg., Differentiation Strategy of YESBANK, Competitive Strategies of SBI)
3. Group Assignments on developing Porter’s 5 forces model for financial services intermediaries such as banks, insurance companies, mutual funds, investment banks and presentation of the same – 5+5 = 10 marks
4. Brain Storming Session on Multiple Regulatory Bodies in India – 5 marks
5. Viva based on research papers related to strategies for financial services
INTERNATIONAL FINANCIAL REPORTING
STANDARDS FOR SMALL AND MEDIUM BUSINESS ENTITIES

OBJECTIVES

- To introduce concepts of International Financial Reporting Standards to the students.
- To make students understand and appreciate the applications of IFRS for SMEs.
- To provide acquaintance with all existing 35 sections of IFRS for SMEs to the students.
- To prepare students as consultants by equipping them with practical knowledge in IFRS for SMEs.
- To facilitate the students to become eligible to get professional certifications offered by various professional bodies in accounting.

PEDAGOGY

- Classroom teaching and learning
- Classroom sessions can have theory, case studies, MCQ Tests, Quiz, seminars, mini projects, presentation, brainstorming exercises.
- 8 hours of practical assignment and its presentation
- Worked examples and industry insights shall be shared by the faculty members

UNIT I: INTRODUCTION TO IFRS AND IFRS FOR SMEs

2. IFRS Foundation, International Accounting Standards Committee (IASC), IFRS Interpretations Committee (IFRSIC), Standing Interpretation Committee (SIC)
3. International Accounting Standards Board (IASB), Financial Accounting Standards Board (FASB), Generally Accepted Accounting Principles (GAAP)
4. IFRS vs. IAS and IFRS vs GAAP
5. Objectives, Importance and Benefits of IFRS
6. Objectives of Financial Statements and General Features In IFRS
7. IFRS Adoption and Convergence
8. The Institute of Chartered Accountants of India (ICAI) and Indian Accounting Standards (Ind-AS), First Time Adoption of Ind AS (Ind AS 101)
9. IFRS vs. Ind-AS
10. IFRS for SMEs: History, Scope, Benefits and Eligible Entities
11. Difference between IFRS for SMEs and full IFRS

UNIT II - ACCOUNTING POLICIES & FINANCIAL STATEMENT RELATED STANDARDS

12. Section 1: Small and medium sized entities
13. Section 2: Concepts and pervasive principles
14. Section 3: Financial statement presentation
15. Section 4: Statement of financial position
16. Section 5: Statement of comprehensive income and income statement
Section 6: Statement of changes in equity and statement of income and retained earnings

Section 7: Statement of cash flows

Section 8: Notes to the financial statements

Section 9: Consolidated and separate financial statements

Section 10: Accounting policies, estimates and errors

**UNIT III: FINANCIAL INSTRUMENTS, ASSETS AND LIABILITIES RELATED STANDARDS**

Section 11: Basic financial instruments

Section 12: Other financial instrument issues

Section 13: Inventories

Section 14: Investments in associate

Section 15: Investments in joint ventures

Section 16: Investment property

Section 17: Property, plant and equipment

Section 18: Intangible assets other than goodwill

Section 19: Business combinations and goodwill

Section 20: Leases

Section 21: Provisions and contingencies

Guidance on recognising and measuring provisions

Section 22: Liabilities and equity

Example of the issuer’s accounting for convertible debt

**UNIT IV: REVENUE AND EXPENDITURE RELATED STANDARDS**

Section 23: Revenue

Examples of revenue recognition under the principles in section 23

Section 24: Government grants

Section 25: Borrowing costs

Section 26: Share-based payment

Section 27: Impairment of assets

Section 28: Employee benefits

Section 29: Income tax

**UNIT V: TRANSITION TO IFRS FOR SMEs AND OTHER TOPICS**

Section 30: Foreign currency translation

Section 31: Hyperinflation

Section 32: Events after the end of the reporting period

Section 33: Related party disclosures

Section 34: Specialised activities

Section 35: Transition to the IFRS for SMEs

Emerging dimensions in IFRS for SMEs

Section 36: An introduction to XBRL reporting and Taxonomy for SMEs

Section 37: An introduction to Integrated Reporting for SMEs
TEXT BOOKS


ONLINE RESOURCES


FURTHER READING

HUMAN RESOURCE MANAGEMENT
ADvanced Organization Behaviour

Course Objectives:

- To provide a basic foundation on concepts, and principles of Individual, Groups and Organisational Behaviour.
- To learn and acquaint advances in Organisational Behaviour.
- To demonstrate the application of advanced concepts in OB in the organisation.
- To improvise decision-making ability considering Human aspects in the organisation.

Methodology:

- Class sessions comprise a mixture of lectures, interactive discussions, role play, case presentations, gamification of concepts and problem solving.

Unit-I


Unit II

Organizational citizenship behavior (OCB)- Introduction, Definition, Origin, Dimensions of OCB, Individual level and Organizational level OCB, Pro-social organizational behavior, Employee Extra-RoLe Behaviors, Counterproductive work behavior (CWB), Cultural Variations

Unit-III


Unit-IV

Emotional intelligence- Definition, Meaning, dimensions of emotional intelligence, Personality traits- perception, intelligence and attitude; - MSEIT-Goalman's model-Bar-on Reuven model, Application of emotional intelligence in organization; Emotional intelligence- positive and negative work outcomes.
Unit-V

Spirituality in workplace: Meaning, definitions and history, need for spiritual workplace, fundamentals of spiritual workplace, HRM and workplace spirituality; Individual and Organisation contribution towards a spiritual workplace. Conceptualizing Workplace Spirituality — reconciling professional and personal values, spiritual wellness in workplace.

Text Book:

3. Handbook of Organizational Citizenship Behavior: A Review of 'Good Solder' Activity in Organizations. Editors: Turnipseed, David L. (Purdue University)
6. The Workplace and Spirituality: New Perspectives on Research and Practice edited by Joan Marques, Satinder Dhiman, Dr. Richard King, skylight path, 2009

References:

2. Psychological Capital: Developing the Human Competitive Edge; Fred Luthans, Carolyn M. Youssef , Bruce J. Avolio, 2006, Oxford University Press
3. Positive Psychological Capital: Measurement And Relationship With Performance And Satisfaction Fred Luthans And Bruce J. Avolio Gallup Leadership Institute, Department Of Management University Of Nebraska-Lincoln James B. Avey Department Of Management Central Washington University Steven M. Norman Department Of Management Mesa State College
4. An Integrative View of and a Common Conceptual Space for Employee Extra-Role Behaviors -Kenneth K. Eastman (Oklahoma State University) and Badrinarayan Shankar Pawar (Indian Institute of Management in Ahmedabad, India)
5. The Construct of Organizational Citizenship Behavior: Should we analyze after we have conceptualized? -kenneth S. Law, Chi-Sum Wong, and Zhen Xiong Chen
6. The "dark side" of OCB: Examining the relationship between citizenship behavior and work-to-family conflict:Rebecca H. Klein University of South Florida
7. The Relationship between Team Context and the Team Leader's Linking Pin Quality; Sara A. McComb, Stephen G. Green, and W. Dale Compton
Web resources:

www.positivpsychology.org
http://www.selfgrowth.com/emotional intelligence.html
https://www.inc.com/marcel-schwantes/15-websites-that-will-make-your-emotionalintelligence-better.html
COMPENSATION MANAGEMENT

OBJECTIVES
• To understand the various dimensions of Compensation Management
• To know how the compensation options are determined
• To gain awareness of the role of various bodies involved in Compensation Management

METHODOLOGY:
Theories and core concepts will be learnt through lectures, case discussions and industry based field work.

UNIT-I

UNIT-II

UNIT-III
Theories of wages – wage structure – wage fixation – wage payment – salary administration.

UNIT IV

UNIT-V
Wage Boards – Pay Commissions – Compensation Management in Multi-National organizations.

TEXT BOOKS:
REFERENCES:

WEB RESOURCES:

ILLUSTRATIVE EXERCISE
Each student chooses an organization, study the compensation package system and prepare a report.
CROSS CULTURE BUSINESS MANAGEMENT

OBJECTIVES:
- To provide conceptual framework of global business environment
- To understand the cross culture and its effects on organizations
- To highlight the culture-communication link
- To understand negotiation styles and manage negotiation
- To understand the nuances of staffing for global operations and building global management teams

METHODOLOGY:
Lectures, Case studies, Application exercises, Group or Class learning activities, Experiential Exercises

UNIT I
Introduction: Concept of Culture for a Business Context; Brief wrap up of organizational culture & its dimensions; Definition of CCM [cross culture management]; Role and Significance of CCM to managerial personnel and to the organizations in the global competitive market economy; Theoretical Foundations of CCM; Horizons in Cross Culture Management; Cultural Background of business stakeholders [managers, employees, shareholders, suppliers, customers and others] – An Analytical framework.

UNIT II
Culture and Global Management: Global Business Scenario and Role of Culture – A Framework for Analysis; Elements & Processes of Communication across Cultures; Communication Strategy for/of an Indian MNC and Foreign MNC [with 3 illustrations on each drawing from different geo economic and social contexts] & High Performance Winning Teams and Cultures; Culture Implications for Team Building.

UNIT III

UNIT IV
Global Human Resources Management – Staffing and Training for Global Operations; Developing a Global Management Cadre; Motivating and Leading; Developing the values and behaviours necessary to build high-performance organization personnel [individuals and teams included]
UNIT V
Corporate Culture: The Nature of Organizational Cultures; Quality and Cross-Culture; Diagnosing the As-Is Condition; Designing the Strategy for a Culture Change Building; Adjusting in a New Culture – Stages of Cultural Adjustment and Stages of Culture Shock; Successful Implementation of Culture Change Phase; Measurement of ongoing Improvement.

TEXT BOOKS:

REFERENCES:
1. Geert Hofstede, ‘Cultures consequences” (2nd ed) thousand oaks, CA; sage publications 2001

WEB RESOURCES:
1. www.prenhall.com/deresky
3. www.geert-hofstede.com

ILLUSTRATIVE EXERCISE:
The Internal mark is awarded based on the components.
GLOBAL HR PRACTICES

OBJECTIVES:
• To understand the concept of globalization in HR perspective
• Outline some key aspects and contemporary issues in IHRM
• To know about the developments and challenges in globalizing HR functions and practices.

METHODOLOGY:
Each lecture addresses a particular theme central to the study of International Human Resource Management. Each class would involve a small group discussion and activity format. Each workshop will discuss the application of theory to case studies and description of intelligence drawn by the students through assignments / mini-project experience. There will be rather high degree of interaction and participation in this course. If feasible, there will also be a few guest-lectures from seasoned professionals from the industry and academic researchers to dwell on the topics connected to IHRM and recent-past trends.

UNIT-I:
Introduction- Growth of International Business and Globalization; Operational Objectives and Means of Globalization – An HR Perspective; Use of Balanced Score Card to bring out the linkages among people, strategy and performance; Choosing an International Competitive Strategy; Forms or Operations.

UNIT-II:
HR Challenges & Opportunities: National Difference Facing Operations – Domestic & MNC Perspectives; Linkages among Countries; Governance of Operations; Individual and Company Concerns; Multi cultural orientation to employees; Research and documentation orientation in global organizations; Data Management; Ethical and Socially Responsible Behaviour; Careers in International Business.

UNIT-III:
HR Policy Frame & Operations in a Global Setting: Distinctive Features of HR Functions [Planning, Organizing, Directing & Control] and Operations [Manpower Plan to Separation] in a Global Set-up and the related HR Practices such as Staffing, Skill & Knowledge Development, Incentive & Compensation Package; Motivational Systems, Reporting Relationships; Performance Appraisal Systems; Employee Empowerment; Value Systems; Shared Corporate Culture and Grievance Handling – Reactive & Proactive Mechanisms.
UNIT-IV:
Change Management Model: Appreciating Change: Industry Analysis; Business Models; Mobilizing Support; Executing Change; Building Change Capability; Leadership and Change; Diversity as enhancer of learning and effectiveness within groups and organizations; HR to develop global organizational learning systems.

UNIT-V:
Quality Performance in Knowledge Based Organizations: Technology – Behavioural & Technical – for HRM; Universal Quality Standards & HRM – Illustrations from PCMM & EFQM; Eastern Management Thought for Global Management with Illustrations from Sri Aurobindo’s Writings & Practices thereof in the areas such as Commitment, Quality, and Stress Free orientation.

TEXT BOOKS:
1. International Human Resource Management-Peter Dowling and Denice Welch. 7th edition, 2017
2. Global HR-Doona Deoprose, 2002

REFERENCES:

WEB RESOURCES:
1. http://www.hrmguide.net/
2. http://managementhelp.org/hr_mgmnt/hr_mgmnt.htm
ILLUSTRATIVE EXERCISE:

- The course will be conducted in a seminar environment and will use a combination of class lectures, case studies, key research paper discussions, and tutorials. Students will also be expected to have read the assigned reading materials for each session and come prepared in class for active participation.

- Class seminars - The students will have to give seminars to the class on the readings that will be assigned by the instructor based on the course outline.

- Case study analysis - This will contain a series of case studies throughout the course highlighting various international HRM issues. The students would be required to analyze these in groups of 2 members and make presentations to the entire class. A written report of their analyses will also have to be submitted for each case in hard copy to the instructor.

- Practice report - The students in dyads would be required to identify a multinational company of their choice and undertake an in-depth study about a particular international HRM practice that the company undertook in the last 2 years. The students need to submit report of their findings and make suggestions to overcome/solve the issue studied in the form of a soft copy report between 2000 to 2500 words including proper referencing.

The Internal mark is awarded based on the components and displayed in the notice board before the commencement of the semester-end examinations.
HR ANALYTICS

Course objective:
➢ To understand and improve the value of the Human resource
➢ To familiarize the use and application of workforce analytics, to maximize return on human capital.

Methodology:
➢ Lectures, Group Discussion, Case Studies
➢ Seminar Presentations, Laboratory assignments, Field works

Unit I: Introduction to HR analytics: Meaning of HR analytics, Definition of analytics, Need for HR Analytics, Leading Practices for Improved Organizational Performance, Contribution of HR Analytics, Approaches to HR Analytics, Human Resources analytics applications, Role of HR in building organizational capabilities.

Unit II: HR intelligence framework: Human Capital Maturity Framework- leadership practices; engagement practices; access to knowledge practices. People research & analytics practices; HR intelligence cycle; Organizational Intelligence Model (OIM); HR intelligence implementation, HR Scorecard; Workforce Scorecard; constructing HR scorecard.

Unit III: Staffing metrics: Recruiting tools and practices an overview, measure the quality of hire, measuring the quality of applicants. Measuring the costs of hiring. Recruitment Analytics and On Boarding Analytics Staffing Analytics Performance & Skill Gap Analytics Attrition metrics – techniques used to calculate attrition, manpower planning metrics – push and pull model.

Unit IV: Development metrics – Training ROI, Training evaluation models, tracking the value of career management, measurement, performance metrics, EFQM, and Baldrige criteria, The Intuitive, non-analytic framework for Performance Management; The Targeted Analytics to improve Talent Decisions
Unit V: **Compensation metrics** – Calculating various wage/salary related measures. Variable pay systems, types of executive compensation, quantitative application in compensation – percentiles, cost benefit analysis, and comp ratios. Mistakes in compensation designing. Employee benefits, Calculation of incentives, measuring the impact of weak incentives. Monitoring planned and unexpected absence, the cost impact of unplanned absences and staffing.

**Text book:**

**Reference:**

**Web source:**
3. ibm.com/gbs/business analytics
5. http://www.marshall.usc.edu/ceo
HRIS [Human Resources Information System]

OBJECTIVES:

• To introduce the concepts of Human Resources Information System
• To enable the students to appreciate the application of HRIS in Organizations.
• To enable them to understand the availability of the existing Software for HRIS and evaluate them.
• To survey the use of HRIS in organizational contexts and submit reports for evaluation.

METHODOLOGY:

Power point presentation, Participative type classes, case study, Assignments, Test, Company visit and field study, Seminar.

UNIT-I:

Introduction: Data & Information needs for HR Manager; Sources of Data; Role of ITES in HRM; IT for HR Managers; Concept, Structure, & Mechanics of HRIS; Programming Dimensions & HR Manager with no technology background; Survey of software packages for Human Resource Information System including ERP Software such as SAP, Oracles Financials and Ramco’s Marshal [only data input, output & screens];

UNIT-II:

Data Management for HRIS: Data Formats, Entry Procedure & Process; Data Storage & Retrieval; Transaction Processing, Office Automation and Information Processing & Control Functions; Design of HRIS: Relevance of Decision Making Concepts for Information System Design; HRM Needs Analysis – Concept & Mechanics; Standard Software and Customized Software; HRIS – An Investment

UNIT-III:

HR Management Process & HRIS: Modules on MPP, Recruitment, Selection, Placement; Module on PA System; T & D Module; Module on Pay & related dimensions; Planning & Control; Information System’s support for Planning & Control;
UNIT-IV:


UNIT-V:

Security, Size & Style of Organizations & HRIS: Security and Data and operations of HRIS Modules; Common problems during IT adoption efforts and Processes to overcome Orientation & Training Modules for HR & other functionaries; Place & Substance of HRIS & SMEs – Detailed Analytical Framework; Opportunities for combination of HRM & ITES Personnel; HRIS & Employee Legislation; An Integrated View of HRIS; Why & How of Winners and Losers of HRIS orientation

TEXT BOOK:


REFERENCES

WEBSITE:

- http://www.ihrim.org/
- http://www.hr.arizona.edu/HRadmin/HRprofs/index.php

ILLUSTRATIVE EXERCISE;

1. Submit a Performance Appraisal format for comprehensive evaluation of an employee.
2. Submit a report on the HR I System in an organization of your choice.
3. Analyze an HRIS of an Organization and submit a report on the areas of improvement.
4. Submit a list of Software on HRIS and offer your comments.
HRM IN KNOWLEDGE BASED ORGANIZATIONS

OBJECTIVES:

• To understand the challenges of KBOs and HR Mechanisms to manage them effectively for the benefit of both the organization and its stakeholders
• To appreciate the values of autonomy, accountability and, acknowledgement

METHODOLOGY:

1. Brief introduction to every topic with the references and encouraging the participants to interact during the class.
2. Conducting class-room presentations and case study discussions; the participants collect substantive material from the library and the net databases.
3. Organizational visit to acquaint with the practices vis-à-vis the learnt inputs.
4. The classroom faculty inputs are associated with, wherever feasible, the interactions of organizational personnel as also with others from the fraternity.

UNIT-I:
An Introduction to life in organizations; Concept and Characteristics of KBOs; Dimensions of HRM in KBOs; New Role and Challenges for HRM in the KBO.

UNIT-II:
Managing Knowledge for organizational effectiveness – Process and Methods; Concept of Intellectual Capital and Learning Orientation in the Organizations; Knowledge and Role related issues; Performance Appraisal in a KBO – Discussion.

UNIT-III:
Managing Knowledge and OPH (Personnel and Organizational Health); Rewarding Knowledge; Management of Retention and KBO.

UNIT-IV:

UNIT-V:
Comprehensive Case Study on HRM in a KBO – Collection and Compilation of the material by the participants under the guidance of the Resource Person.

TEXT BOOKS:

REFERENCES:
WEB RESOURCES:
1. www.emeraldinsight.com/journals
2. www.citehr.com

ILLUSTRATIVE EXERCISE:
- Mini-research assignments / projects
- Interviews with industry professionals on the growing need for orienting HRM in KBO as a practice area
- Case study analysis and presentation

The Internal mark is awarded based on the components and displayed in the notice board before the commencement of the semester-end examinations.
INDUSTRIAL RELATIONS & LABOUR LEGISLATION

OBJECTIVES:
• To provide an exposure of theories, techniques and approaches to manage industrial relations.
• To provide an exposure to the management students who intend to take up HRM & IT as their vocation.

METHODOLOGY:
Theories and core concepts will be learnt through lectures, case discussions and industry based field work.

UNIT-I:
Introduction - Concept and Determinants of Industrial Relations – Industrial Relations in India-Managing IR Changes.

UNIT-II:
Trade Unions-Purpose, Functions and Structure of the Trade Unions- Multiplicity of Trade Unions-Conflict Resolutions-Social Responsibility of Trade Unions.

UNIT-III

UNIT-IV:
Payment of wages act 1936 – payment of bonus act 1965 – payment of gratuity act 1972

UNIT-V:
TEXT BOOKS:

REFERENCES:
1. T.N. Bhagoliwala: ECONOMIC OF LABOR AND SOCIAL WELFARE.
2. Relevant Reports of Government of India such as REPORT OF NATIONAL COMMISSION LABOR – FIVE YEAR PLANS.
4. Journals: INDIAN LABOR JOURNAL and INDIAN JOURNAL OF INDUSTRIAL RELATIONS.
5. Bare acts
7. Elements of Mercantile law, 2014

WEB RESOURCES:
1. www.ilo.org
2. www.labour.nicnet.in
3. www.labourstart.org
4. www.ioe.org
5. www.icc.org
6. www.icftu.org
7. http://www.labour.nic.in/
8. http://hr.blr.com/

ILLUSTRATIVE EXERCISE
- Each student chooses an organization-interview HR managers- Trade Union leaders – prepare a report.
- Each student prepares at least 3 cases for each of the act they study and a consolidated report is made at the end.
KNOWLEDGE MANAGEMENT

Objective
- To impart the basic concepts of knowledge management and to make the students understand the processes and practices in knowledge management in various organisations.

Unit 1:

Unit 2:

Unit 3:
Knowledge capture and codification – Tacit knowledge capture – Explicit knowledge codification
Knowledge sharing – social nature of knowledge, knowledge sharing communities, obstacles to knowledge sharing, organisational learning.
Knowledge application – at individual, group and organisational levels – knowledge reuse – knowledge repositories

Unit 4:
Role of organisational culture – different types of culture – culture analysis-culture at the foundation of KM – Knowledge sharing culture – KM Maturity models – KM tools – content creation, data mining, blogs, content management, groupware and collaboration, wikis, networking technologies, intelligent filtering tools, adaptive technologies – KM strategy- knowledge audit, gap analysis, benchmarking, balanced score card method, house of quality

Unit 5:
KM teams – Role of senior management – Roles and responsibilities – KM profession – Ethics of KM – Future challenges of KM – Shift to Knowledge based assets, KM research issues – Postmodern KM.

REFERENCES:
MANAGEMENT OF CHANGE & DEVELOPMENT

OBJECTIVES:
- To understand the forces that stimulate change
- To understand the necessity for change
- To understand the resistance to change
- To manage the change process and
- To understand the concept and techniques of OD
- To enable the skills for the application of OD in organizations.

METHODOLOGY:
Theories and core concepts will be learnt through lectures, case discussions and industry based field work.

UNIT-I:
Change – stimulating forces – planned change – change agents – unplanned change –
Model of organisational change – Lewin’s three Step Model.

UNIT-II:
Resistance to change – individual factors – organisational factors – techniques to overcome change.

UNIT-III:
Change programs – effectiveness of change programs – change process – job redesign –
socio-technical systems.

UNIT-IV:

UNIT-V:
team building – inter-group development – innovations – learning organizations.

TEXT BOOKS:
REFERENCES:

WEB RESOURCES:
1. http://www.valuebasedmanagement.net/

ILLUSTRATIVE EXERCISE
Choose an organization which is undergoing a change and study the procedures, impact and employee reactions.
QUALITY PERFORMANCE MANAGEMENT

OBJECTIVE:
The paper intends to internalize quality orientation through knowledge about and adoption of QPM Mechanisms in practice

METHODOLOGY:
The classroom lectures, interactive discussions & presentations, case-study based teaching, case-lets, primary [where feasible] and secondary data compilation on QPM Practices in 5 organizations form part of the methods of coverage of syllabus.

UNIT-I

UNIT-II
Work place and Its Improvement Through 5S – Modern Management Techniques (such as KAIZEN) and Management of Employee Performance – Team Building – Concept, Culture, Methods, Effectiveness & Empowerment, Problems – Potential and Perspectives.

UNIT-III
Organizational Structure and Employee Motivation and Morale – Contemporary Thinking on Employment Practices (Tenure Employment) and Work Schedules (Flextime) and the Related Performance Appraisal Systems; Quality Circle – Features – Process – Prerequisites for their Efficiency.

UNIT-IV
Industrial Restructuring – Reward System and Employee Productivity [Case Studies]; Quality Standards and Employees Dimensions – Illustrations on HR Dimensions drawn from CMM.

UNIT-V
Quality Performance Management – Indian and Western Thought in a Market era, Performance Management from the Writings of Sri Aurobindo and the Mother Integrated Studies Dealing with Methods, Techniques, and Processes.

TEXT BOOKS:
1. The Flowering of Management, Pravir Malik, Sri Aurobindo Society, Pondicherry
REFERENCES:


WEB RESOURCES


ILLUSTRATIVE EXERCISE:

- The exercise on approach to transform a NON QPM organization into a QPM Organization
- An exercise on 5S
- An exercise on Kaizen
- Appreciation of an organization either from primary or secondary sources with QPM Perspective
- Class-room presentation on a topic of interest

The Internal mark is awarded based on the components and displayed in the notice board before the commencement of the semester-end examinations.
STRATEGIC HUMAN RESOURCE DEVELOPMENT

OBJECTIVES:
• To understand the evolution of HRD, the functions of HRD, Linkage of HRD with organizational goals and strategies
• To recognize the roles and competencies of HRD professionals
• To understand the framework of Human Resource Development
• To identify the content, outcomes and the process of HRD applications
• To evaluate and understand diversity issues and their impact on organizations and HRD

METHODOLOGY
The case-study approach to bring out the strategic orientation of an organization towards her HRD, appreciation of organizational context vis-à-vis strategic or otherwise orientation of HRD approaches in an organization, among others, form part of the methodology of covering the syllabus.

UNIT I:

UNIT II:
Frame work of Human Resource Development: HRD processes, Assessing HRD needs, the HRD model, Designing effective HRD program, HRD interventions, Creating HRD programs, Implementing HRD programs, training delivery methods, self-paced/computer based training, Evaluating HRD programs, models and frame work of evaluation, assessing the impact of HRD programs.

UNIT III:
Human Resource Development Applications: Fundamental concepts of Socialization, models of socialization, Realistic job review, Assessment, determination and evaluation of Orientation programs. Coaching- need, coaching and performance management, skills for effective coaching, Employee counseling and wellness services – Counseling as an HRD activity, counseling programs, Issues in employee counseling, employee wellness and health promotion programs.
UNIT IV:
**HRD strategies for competitive advantage:** Organizational strategies based on human resources, productivity as an HR based strategy, Quality and services as HR based strategies. Management of Human resource surplus and shortage- Work force reduction and realignment, downsizing and outplacement services, HR performance and bench marking, retention of Human resources, its determinants and retention management process, Decision about compensation levels and competency based pay.

UNIT V:
**HRD and Globalization:** Globalization of business and their impact on HRD- Diversity of work force, Discrimination, Equal employment opportunity, managing diversity and diversity training, HRD programs for diverse employees. Global assignment management- Staffing global assignment, Pre-departure orientation and training, Expatriate & Repatriate support and development, International compensation.

**TEXT BOOKS:**

**REFERENCES:**

**WEB RESOURCES:**
1. [http://werner.swlearning.com](http://werner.swlearning.com)
3. [http://www.shrm.org/foundation](http://www.shrm.org/foundation)
ILLUSTRATIVE EXERCISE:

- Appreciation of SHRM Practices in 3 organizations
- Book Review
- Interactions with senior level [C – Suite] professionals – both from HR and other functional areas – to have their views on learnt SHRM inputs
- Presentation on an empirical evidence of SHRM orientation in an organization

The Internal mark is awarded based on the components and displayed in the notice board before the commencement of the semester-end examinations.
STRESS MANAGEMENT

**Syllabus**

**Objectives:**

- To understand the concept of stress management.
- To increase awareness about the impact of mental and physical wellbeing.
- To motivate the students to assume a greater sense of personal responsibility.
- To understand the importance of using effective coping skills to resolve stress.
- To learn about and experience several relaxation techniques to control stress and tension.

**Methodology:**

Lectures, Group discussions, Seminar, Guest Lecturer, Case study, Meditation, Yoga.

**Unit 1**


**Unit 2**


**Unit 3**


**Unit 4**

Unit 5

Text Books:
1. Vinay Joshi, Stress: From Burnout to Balance, Sage Publications, 2005

Reference Books:
1. Umesh Sharma, Stress Management through Ancient Wisdom and Modern Science, Excel Books India
2. Jeff Davidson, Stress Management, Jeff Davidson, Breathing Space Institute, 2001

Web Resources:
www.stress.org/
www.stress.org.uk
www.psychologytoday.com/basics/stress

Illustrative Exercise:
The Internal mark is awarded based on the components.
TECHNOLOGY FOR PERSONNEL PRODUCTIVITY MANAGEMENT

OBJECTIVE:
This paper, an HR Elective, intends to provide a deeper analytical understanding of employee proactive process orientation availing the technology for effective management of personnel.

METHODOLOGY
The classroom lectures, interactive discussions & presentations, case-study based teaching, case-lets, primary [where feasible] and secondary data compilation on PPM Tech Practices in 5 organizations form part of the methods of coverage of syllabus.

UNIT-I
TECHNOLOGY-PPM INTERFACE – Introduction – Concept Approaches to and Measurement of Personnel Productivity Techniques and Tools

UNIT-II

UNIT-III
TECHNOLOGY AND PERSONNEL HEALTH – Concept and Measurement of Organisational and Personnel Health (OPH) – Assessment and Estimation of Variables which effect OPH – Usage of Technology – Eastern and Western to Continuously Improve Optt – OPH, Motivation, Morale, Personnel Productivity – A Discussion.

UNIT-IV
TECHNOLOGY, SOCIETY AND MANAGEMENT – Technology for Good Organizational Relations – Communications – Interactive Rapport Building – Assessment and Estimation of Psychographic Variables which effect Organisational Relations.

UNIT-V
Comprehensive Case Studies and Field Visits.

TEXT BOOKS:
2. Stephan Kudyba and Romesh Diwan, Information Technology, Corporate Productivity, and the New Economy, 2002

REFERENCES:
Current and Back Issues of:
1. ORGANISATIONAL DYNAMICS
2. PUBLIC PERSONNEL MANAGEMENT

WEB RESOURCES
3. http://managementhelp.org/hr_mgmnt/hr_mgmnt.htm

ILLUSTRATIVE EXERCISE:
- Case on utilization of technology in an organization
- Appreciation of a software connected with productivity improvements with a slant towards HRM orientation
- Organization visit and interactions with HR and other line executives with PPM Tech orientation and submission of report
- Book Review

The Internal mark is awarded based on the components and displayed in the notice board before the commencement of the semester-end examinations.
TRAINING AND DEVELOPMENT

OBJECTIVES:
To appreciate the significances of training and development
To introduce the basic concepts in training and development
To understand the methods of training and development and
To expose to the HRD practices in organizations.

METHODOLOGY
The classroom lectures, interactive discussions & presentations, case-study based teaching, case-lets, business-games [for example Inventory Management], role-plays, primary [where feasible] and secondary data compilation on T & D Practices & their impact in 5 organizations form part of the methods of coverage of syllabus.

UNIT-I:
Job analysis – manpower planning – at the start of the business and as ongoing process – performance appraisal – standards, methods, errors.

UNIT-II:

UNIT-III:

UNIT-IV:

UNIT-V:
TEXT BOOKS:
1. B. Taylor & G. Lippitt: MANAGEMENT DEVELOPMENT AND TRAINING HANDBOOK.

REFERENCES:
3. Devendra Agochiya, EVERY TRAINER’S HANDBOOK, New Delhi; Sage Publications.

WEB RESOURCES:
3. http://managementhelp.org/hr_mgmnt/hr_mgmnt.htm

ILLUSTRATIVE EXERCISE:
The Internal mark is awarded based on the components and displayed in the notice board before the commencement of the semester-end examinations.
INTERPERSONAL RELATIONSHIP MANAGEMENT

OBJECTIVE:
The course “Interpersonal Relationship Management” gives a clear picture of how organizational relationships are to be crafted, so as to have a smooth flow of organizational activities. The course will focus on building the interpersonal communication skills, which is very much necessary in the contemporary and modern day organizations. The diversity in cultures prevailing in the organizations pose serious challenges to the internal and external stakeholders.

TEACHING METHODOLOGY:
Since the course involves various practical components of communication and interpersonal skills development, the teaching methodology will be a combination of lectures, management activities, and games, role-plays and active experiential practices.

UNIT I:

Interpersonal Relationship Management – concept – need – Types – Factors affecting/influencing Interpersonal Relationship – Stages in developing the interpersonal relationship.

UNIT II:

Role of Communication in Interpersonal Relationship Management – Importance – how to improve – Management activities as a tool for IPRM

UNIT III:

Interpersonal Relationship Management Models and Theories – Interpersonal Relations at workplace: – Role of employees – role of Managers

UNIT IV:

UNIT V:

Interpersonal Communication and Relationship Based On Cross Culture: Corporate Culture: The Nature of Organizational Cultures; Quality and Cross-Culture; Diagnosing the As-Is Condition; Designing the Strategy for a Culture Change Building. Diversity Management: Impact of cultural diversity in organizational performance- developing interpersonal relationships among the homogenous and diverse task groups.

REFERENCE:

ONLINE TEXTBOOK:
- https://www.g-wonlinetextbooks.com/interpersonal-relationships-2018/23

TEXTBOOKS:
- Introduction to Conflict Management, Kenneth W. Thomas, 2002, CPP Inc.
- Articles from American Management Association.
MARKETING ELECTIVIES
BRAND MANAGEMENT

OBJECTIVES
This course addresses important branding decisions faced by a firm. The objectives are:
• To increase understanding of the key issues in crafting and evaluating brand strategies
• To provide theories, models, and other analytic tools to make better branding decisions

METHODOLOGY
The classroom methodology will include lectures, quizzes, Web 2.0-based assignments, comprehensive case analysis and discussions, term paper writing with a requirement to take a position on a branding issue.

UNIT I: Branding concepts:
Iconic brands – Global brands

UNIT II: Brand Equity and Positioning
Brand Positioning – Identifying, choosing and communicating Points of Parity and Points of Difference – Brand Associations – Primary and Secondary Associations – Repositioning.
Customer Based Brand Equity – The Brand Equity Pyramid – Brand Resonance

UNIT III: Branding Structures
Brand Hierarchy – Levels, Principles of designing the brand hierarchy – Managing the Brand portfolio.

UNIT IV: Brand Identity & Personality
Brand Personality – Brand Personality Dimensions and Traits – Drivers of brand personality
Luxury brands – Cult brands
UNIT V: Brand Metrics
Brand Metrics – Measuring Brand Equity – Loyalty measures, perceived quality and leadership measures, associations/ differentiation measures, awareness measures and market behavior measures.
Brand Valuation – Methods: Cost, market and Income approach, Brand Valuation Models – Interbrand, Y&R’s Brand Asset Valuator, Millward Brown’s Brand Dynamics approach and Brandz.

Reference books:
1. Kevin Lane Keller: Strategic Brand Management (Pearson)
2. Jean-Noel Kapferer: The New Strategic Brand Management (Kogan Page)
4. Brad VanAuken: The Brand Management Checklist (Kogan Page)

Web resources:
1. [www.millwardbrown.com](http://www.millwardbrown.com) – a branding consulting and brand equity research firm
2. [www.martinlindstrom.com](http://www.martinlindstrom.com) – website of a popular author on branding topics like sensory branding and neuromarketing
3. [www.interbrand.com](http://www.interbrand.com) – website of the world’s largest brand consultancy that publishes annual list of Best Global brands.
4. [www.brandinginsiderstrategy.com](http://www.brandinginsiderstrategy.com) – a popular branding blog

Illustrative exercises:
1. Study the latest annual list of Best Global brands from InterBrand and Best Indian brands from The Economic Times. Identify the gainers and losers and understand the reasons behind gain/loss in the ranking
2. Observe the websites of top luxury brands in different categories. Try to identify how the luxury element is represented on the website. Identify successful brand repositioning in the past decade and compile a list of best practices in brand repositioning.
CONSUMER BEHAVIOUR

OBJECTIVES

• To understand the conceptual foundations of consumer buying behavior.
• To equip the learner to apply the principles and prepare for a career in Product and Brand Management in the FMCG and consumer durables industry.

METHODOLOGY

The methodology includes, explaining the basics and advanced methodologies for understanding the consumer behaviour theories in practice by lecture mode and case discussion, field based mini projects and terms papers, complemented with assignments. The students have to present, individual as well as group assignments in given topics to understand the application of concepts.

UNIT – I

Consumer Behaviour and Marketing Action: An overview – Consumer involvement, decision-making processes and purchase behaviour and marketing implications – Consumer Behaviour Models

UNIT – II

Environmental influences on consumer behaviour – Cultural influences – Social class, reference groups and family influences - Opinion leadership and the diffusion of innovations – Marketing implications of the above influences.

UNIT – III

The individual consumer and buying behaviour and marketing implications – Consumer perceptions, learning, attitudes, motivation and personality – psychographics, values and lifestyles.

UNIT – IV

Strategic marketing applications – Market segmentation strategies – Positioning strategies for existing and new products, Re-positioning, perceptual mapping – Marketing communications – Source, message and media effects. Store choice and shopping behaviour – In-Store stimuli, store image and loyalty – Consumerism – Consumer rights and Marketers’ responsibilities.

UNIT – V

The Borderless Consumer Market and buying behaviour – Consumer buying habits and perceptions of emerging non-store choices – Research and applications of consumer responses to direct marketing approaches – Issues of privacy and ethics.
TEXT BOOKS:

REFERENCES:
2. Bennet and Kassarjian: CONSUMER BEHAVIOUR, Prentice Hall of India

NB: Latest Editions of the books mentioned above are recommended. Some reference books are classic texts that will motivate a student to develop an appreciation of the theoretical foundations of the field of consumer behaviour and may not have recent editions.

WEB RESOURCES:
https://www.millwardbrowndigital.com/category/consumer-behavior-insights/
https://www.information-age.com/can-use-consumer-behavior-strengthen-insight-123468045/
Social media pages of companies and brands
Consumer Generated Content (CGC) on various web platforms such as YouTube, FaceBook, Blogs, Twitter, Instagram, etc.

MAGAZINES AND JOURNALS:
All marketing area related periodicals

ILLUSTRATIVE EXERCISE:
Students are expected to study in-depth any area of consumer behaviour by designing mini research projects and analysing the findings; making presentations on niche topics that are applications of consumer behaviour theories, etc.
CUSTOMER RELATIONSHIP MANAGEMENT

OBJECTIVE:
To understand the concepts and principles of CRM and appreciate the role and changing face of CRM as an IT enabled function.

METHODOLOGY:
Lectures, term papers, industry visit and case discussions

UNIT I:
CRM concepts: Acquiring customers, customer loyalty, and optimizing customer relationships. CRM defined: success factors, the three levels of Service/ Sales Profiling, Service Level Agreements (SLAs), creating and managing effective SLAs.

UNIT II:

UNIT III:
CRM links in e-Business: E-Commerce and Customer Relationships on the Internet, Enterprise Resource Planning (ERP), Supply Chain Management (SCM), Supplier Relationship Management (SRM), Partner relationship Management (PRM).

UNIT IV:
Analytical CRM: Managing and sharing customer data – Customer information databases, Ethics and legalities of data use. Data Warehousing and Data Mining concepts.
Data analysis: Market Basket Analysis (MBA), Clickstream Analysis, Personalization and Collaborative Filtering.

UNIT V:
Managing customer relationships: conflict, complacency, Resetting the CRM strategy.
Selling CRM internally: CRM development Team, Scoping and prioritizing, Development and delivery, Measurement.
TEXT BOOKS

1. Stanley A. Brown, CUSTOMER RELATIONSHIP MANAGEMENT, John Wiley & Sons, Canada, Ltd.
2. Paul Greenberg, CRM AT THE SPEED OF LIGHT: CAPTURING AND KEEPING CUSTOMERS IN INTERNET REAL TIME.

REFERENCES:

2. Patricia B. Ramaswamy, et al: HARVARD BUSINESS REVIEW ON CUSTOMER RELATIONSHIP MANAGEMENT
3. Kristin L. Anderson & Carol J Kerr, CUSTOMER RELATIONSHIP MANAGEMENT
4. Bernd H Schmitt, CUSTOMER EXPERIENCE MANAGEMENT: A REVOLUTIONARY APPROACH TO CONNECTING WITH YOUR CUSTOMERS.
5. Jagdish Seth, et al, CUSTOMER RELATIONSHIP MANAGEMENT

WEB RESOURCES:


ILLUSTRATIVE EXERCISE:
The Internal mark is awarded based on the class assignments, studying the CRM practices of companies, customer satisfaction studies, etc.
INDUSTRIAL MARKETING

OBJECTIVES:
▪ To help the learner distinguish between consumer marketing and industrial marketing
▪ To understand the nuances of industrial marketing
▪ To learn to formulate industrial marketing strategies and also design industrial marketing mix elements

METHODOLOGY:
Lectures, case discussions, story-telling, role-plays, seminar presentations, position papers, firm/issue analysis, mini-projects, social media content development and sharing

UNIT-I
1.1. Introduction to Industrial Markets.
1.3. Types of Industrial Markets.
1.4. Industrial Buyer Behaviour.

UNIT-II
2.1. Strategic Industrial Marketing (S.T.P.)
2.2. Marketing Information Systems and Marketing Research.

UNIT-III
3.1. Classification of Industrial Products and Services.
3.3. Industrial Product Management.

UNIT-IV
4.1. Formulating Channel Strategies and Physical Distribution decisions.

UNIT-V
5.1. Marketing Strategy formulation, implementation and control
5.2. Competitive marketing strategies
5.3. Introduction to B2B eCommerce: online exchanges and platforms

TEXT BOOKS:
REFERENCES:
2. Richard M.Hill, Ralph S.Alexander & James S.Cross: INDUSTRIAL MARKETING; All India Traveller Book Seller Publishers and Distributors, 2002

WEB RESOURCES:
2. http://www.eardley.co.za (Industrial marketing blog)
5. http://www.b2bm.biz (Information portal)

ILLUSTRATIVE EXERCISE:
The Internal mark is awarded based on components such as studying competitive marketing strategies of B2B firms, analysis of B2B advertisements, analysis and discussion of B2B cases and quizzes.
INTEGRATED MARKETING COMMUNICATION

OBJECTIVES:
To equip students for a career in Product and Brand Management, Advertising – with special reference to Client servicing, Media planning and research.

METHODOLOGY
The methodology includes, explaining cores concepts, theories and problems of advertising and sales promotion by lecture mode and case discussion, role play, field based mini projects and terms papers, complemented with assignments. The students have to present, individual as well as group assignments in given topics to understand the application of concepts.

UNIT-I: ADVERTISING - AN INTRODUCTION
- Origin and Development - Definition and Classification - Planning Framework - Organizing Framework - the Advertiser and the Advertising Agency interface
STRATEGIC ADVERTISING DECISIONS - Setting Advertising Objectives – The Budget Decision – Preparing the Product and Media Brief


BRAND EQUITY
TEXT BOOKS:
1. Belch and Belch, ADVERTISING AND PROMOTION, Tata McGraw Hill
2. The Marketing White Book 2010-2011, Business World Publication

REFERENCES
1. Wells, Burnett & Moriarty: ADVERTISING PRINCIPLES AND PRACTICES, Prentice-Hall
4. Wright, Winter & Zeigler: ADVERTISING;
5. Sandage, Fryburger & Rotzoll: ADVERTISING; Irwin.
6. Aaker, Batra & Myers: ADVERTISING MANAGEMENT; Prentice Hall, India.
7. Subroto Sengupta: BRAND POSITIONING; Tata McGraw Hill.
8. David Ogilvy: OGILVY ON ADVERTISING.
9. J. T Russel & Ronald Lane: KLEPPNER'S ADVERTISING PROCEDURE; Prentice Hall.
11. Pran Nath Chowdhury: SUCCESSFUL SALES PROMOTION,
12. Kevin Lane Keller: BUILDING, MEASURING AND MANAGING BRAND EQUITY, Prenticehall India.

WEB RESOURCES:
2. https://madovermarketing.com/
4. www.advertisingage.com
5. www.businessweek.com
6. www.adage.com
7. www.ama.org
8. www.emarketer.com

MAGAZINES AND JOURNALS:
All marketing area related periodicals and blogs

ILLUSTRATIVE EXERCISE:
The Internal mark is awarded based on the components including creating an ad campaign, analysis of ad campaigns, tests and class participation.
INTERNATIONAL MARKETING

OBJECTIVES:
• This course is designed to provide knowledge of marketing management in the international scenario.
• To enable the student to appreciate the nuances of international marketing environment and develop marketing strategies for the dynamic international markets.

METHODOLOGY:
Lectures, case discussions, story-telling, role-plays, seminar presentations, position papers, firm/issue analysis, mini-projects, social media content development and sharing

UNIT-I
The importance of world trade - Scope and challenges of international marketing - Recent trends and developments in international trade- protectionism, trade barriers, easing trade restrictions, role of the IMF and World Bank, WTO and TRIPS, TRIMS and liberalization of service industries.

UNIT-II
The international marketing environment - Political and legal systems – Multilateral and Geographical Groupings - Culture and Business Customs - Economic and Financial dimensions.

UNIT-III
Assessing international market opportunities - marketing research - International marketing management - planning and organization - Market entry strategies - export, joint ventures and direct investments.

UNIT-IV
Global product management - standardisation vs. differentiation - Product planning and development - Marketing industrial products and services globally - Pricing for international markets.

UNIT-V
Global logistics management - International distribution systems - Global advertising and promotional strategies - Sales management - Developing marketing strategies and programs for international markets.

TEXT BOOKS
REFERENCE BOOKS:
2. Terpstra & Sarathy, INTERNATIONAL MARKETING, Thomson Press.
3. Daniels and Raderbaugh, INTERNATIONAL BUSINESS

WEB RESOURCES:
1. www.gcr.weforum.org
2. www.transparency.org
3. www.agmaglobal.org
5. www.marketinginternational.com/blog

ILLUSTRATIVE EXERCISE:
The Internal mark is awarded based on the components such as country notebook analysis, developing an international marketing plan, analysis and discussion of international marketing case studies and quizzes.
INTERNET MARKETING

OBJECTIVES:
The objectives of this course are:

• To rethink marketing in an Internet-enabled marketing environment
• To conceptualize marketing strategy formulation in the context of the Internet
• To understand the Internet marketing mix
• To address the emerging issues on the Internet from a marketing perspective

METHODOLOGY:
The classroom methodology will include lectures, quizzes, comprehensive case analysis and discussions, brainstorming on industry news, white papers and group-wise development of an Internet marketing plan.

UNIT-I A FRAMEWORK FOR INTERNET MARKETING
Rethinking marketing in a connected world – Internet as a marketing platform: critical success factors – market opportunity analysis in the new economy – generating business model canvas
Delivering customer value types: trapped, hybrid and new-to-the-world value – application of the Long Tail concept in Internet marketing

UNIT-II STRATEGIC INTERNET MARKETING
Planning the Internet strategy – Segmenting the internet market, Niche marketing strategies, On-line positioning and competitive analysis
SOSTAC framework for Internet marketing planning
Internet marketing scenarios – pure-play and bricks-and-clicks businesses
User experience design and its core principles - Web development and customer interface design – 7Cs framework – Adaptive Vs Responsive designs

UNIT-III INTERNET MARKET INTELLIGENCE AND USER BEHAVIOUR
Online market research, Web tracking audits, analytics – marketing performance metrics – Conversion funnel and optimization; Introduction to Search engine optimization and Google Analytics
Online consumer behaviour and characteristics – Issue of trust – Internet communities: creation and transfer of value within communities
UNIT-IV Internet Marketing Mix

Comparing traditional marketing mix with Internet marketing mix

Product hierarchy - Influence of interactivity and individualization - new product development process – mass customization – online brand building

Pricing on the internet – characteristics, customer-driven pricing, dynamic pricing and pricing strategies

Internet as a distribution channel – disintermediation effect – the role of Internet intermediaries – Creating and Managing Online Partnerships: Affiliate marketing

Online advertising models and types – Search advertising, Display advertising, Email marketing, Social media channels – Risks and challenges

UNIT-V Emerging Issues in Internet Marketing

Influence of Web 2.0 on Internet marketing – crowdsourcing applications in marketing

Mobile marketing – advantages and challenges – virtual, augmented and mixed reality – location-based contextual marketing

Global Internet marketing – standardization Vs. differentiation dilemma – Global navigation of websites

Text books:


Reference books:

1. Vassos: Strategic Internet Marketing - Practical e-commerce and branding tactics (Que Books)
2. Stokes: eMarketing - The essential guide to digital marketing, Quirk eMarketing (P) Ltd. (www.quirk.biz/emarketingtextbook)

Web resources:

1. www.hubspot.com – offering in-bound marketing software, support and methodology
2. www.razorfish.com – agency for Internet marketing and design of user experience and enterprise design
3. www.emarketer.com – Internet marketing research firm
4. www.econsultancy.com – Internet marketing research and training company
Illustrative exercises:


2. Observe the translation of corporate strategy to Internet marketing strategy by comparing the websites of a Full-service airline and Low-cost airlines.

3. Identify the website ‘localization’ elements by observing the International websites of, say Levis.
MARKETING ANALYTICS-I
[Workshop Mode/Skill based paper]

OBJECTIVES

- To enable the students to know about the information needs of Management.
- To introduce software packages like MS-EXCEL/SPSS/R for Marketing Analytics
- To introduce the students to many Excel tools that can be used to analyze marketing problems: PivotTables, charting and Excel statistical functions, including COUNTIF, COUNTIFS, SUMIF, SUMIFS, AVERAGEIF, and AVERAGEIFS functions
- To estimate demand curves and to determine profit maximizing prices, price bundling, nonlinear pricing strategies, and price-skimming strategies
- To introduce forecasting tools
- To analyze the consumer needs and product attributes choices that drives sales

METHODOLOGY

The methodology is predominantly by Case analysis and Computer based Problem Solving, complemented by lecture mode. The students have to undertake a project work in a topic of their interest and product, to apply the concepts studied in the course.

Number Credits : 2 Credit
Number of Contact hours : 30 Hours [30 Sessions]
Maximum Marks : 50
Evaluation: Continuous Internal Assessment only
   Mid Term-1 (30%)
   Mid Term-2(30%)
   Assignment-1 (20%)
   Assignment-2 (20%)

Unit-I

Using Excel to Summarize Marketing Data: Slicing and Dicing Marketing Data with PivotTables- Using Excel Charts to Summarize Marketing Data- Using Excel Functions to Summarize Marketing Data
Unit-II

**Pricing:** Estimating Demand Curves and Using Solver to Optimize Price- Price Bundling- Nonlinear Pricing- Price Skimming and Sales

**Forecasting:** Simple Linear Regression and Correlation- Using Multiple regression to forecast Sales- Forecasting in the event of special Events- Modelling Trend and Seasonality & other forecasting methods [Ratio to Moving Average/Winter Method / Neural Networks]

Unit-III


**TEXT BOOKS:**

**REFERENCES:**
1. Hair, Andersen, Black and Tatham, Multivariate Data Analysis, Pearson India Ltd, New Delhi, 2008 (7th edition)
2. Paul W. Farris et al (2010), Marketing Metrics, Pearson Education

**MAGAZINES & OTHER REFERENCES**
1. www.emeraldinsight.com (A renowned research journal database)
2. www.ficci.com (Official web site of Federation of Indian chambers, Commerce and Industry)
3. www.ibef.org (Official web site of India Brand Equity foundation, a subsidy of CII)
4. www.ncaer.org (National Council of Applied Economic Research – Govt. of India data resource)

**WEB RESOURCES:**
1. www.stat tutorials.com (Statistics tutorials including worked examples using softwares like SPSS)
2. www.analyzemath.com/statistics.html (Statistics tutorials)
4. www.spss.com
5. www.search.ebscohost.com
MARKETING ANALYTICS-II
[Workshop Mode/Skill based paper]

OBJECTIVES
• To enable the students to know about the information needs of Management.
• To explore customer value analysis and value models
• To introduce the segmentation analysis
• To explore the retail analytics tools
• To analyse the advertising analytical tools
• To introduce Internet and social media analytics

METHODOLOGY

The methodology is predominantly by Case analysis and Computer based Problem Solving, complemented by lecture mode. The students have to undertake a project work in a topic of their interest and product, to apply the concepts studied in the course.

Number Credits : 2 Credit
Number of Contact hours : 30 Hours [30 Sessions]
Maximum Marks : 50

Evaluation: Continuous Internal Assessment only
   Mid Term-1 (30%)
   Mid Term-2(30%)
   Assignment-1 (20%)
   Assignment-2 (20%)

Unit-I

Customer Value: Calculating Lifetime Customer Value- Using Customer Value to Value a Business- Customer Value, Monte Carlo Simulation, and Marketing Decision Making- Allocating Marketing Resources between Customer Acquisition and Retention

Unit-II

Market Segment: Clustering- User-Based Collaborative Filtering-Using Classification Trees for Segmentation
Unit- III

Retail Analytics: Market Basket Analysis and Lift - Allocating Retail Space and Sales Resources-Identifying the Sales to Marketing Effort Relationship

Advertising Analytics: Measuring the Effectiveness of Advertising -Media Selection Models- Pay per Click Advertising- Introduction to Internet and Social Marketing

TEXT BOOKS:

REFERENCES:
1. Hair, Andersen, Black and Tatham, Multivariate Data Analysis, Pearson India Ltd, New Delhi, 2008 (7th edition)
2. Paul W.Farris et al (2010), Marketing Metrics, Pearson Education

MAGAZINES & OTHER REFERENCES
1. www.emeraldinsight.com (A renowned research journal database)
2. www.ficci.com (Official web site of Federation of Indian chambers, Commerce and Industry)
3. www.ibef.org (Official web site of India Brand Equity foundation, a subsidy of CII)
4. www.ncaer.org (National Council of Applied Economic Research – Govt. of India data resource)

WEB RESOURCES:
1. www.stat tutorials.com (Statistics tutorials including worked examples using softwares like SPSS)
2. www.analyzemath.com/statistics.html (Statistics tutorials)
4. www.spss.com
5. www.search.ebscohost.com
MARKETING FOR NON-PROFIT ORGANIZATIONS

OBJECTIVES:
• To create an awareness about the nature of marketing function in a non-profit business environment and understand its distinct characteristics and roles.
• To impart an understanding of the design and implementation of the marketing plan, in the context of non-profit organizations.

METHODOLOGY:
Lectures, case discussions, story-telling, role-plays, seminar presentations, position papers, firm/issue analysis, mini-projects, social media content development and sharing

UNIT-I
Introduction to non-profit organizations - Classification and characteristics of non-profit organizations - Role of marketing in a non-profit business setup

UNIT-II
Analysing market opportunities - Strategic non-profit marketing (segmentation targeting- positioning)

UNIT-III
Product/service decisions - Price decisions - Distribution decisions - Promotion decisions.

UNIT-IV
Resource generation for non-profit business - Social marketing

UNIT-V
Developing marketing strategies for specific non-profit businesses

TEXT BOOKS
REFERENCES


WEB RESOURCES:
1. www.marketingplannow.com
2. www.purposeadvertising.com
3. www.nonprofitmarketingblog.com
4. www.kiwano.ca
5. www.johnsuart.blogspot.com

ILLUSTRATIVE EXERCISE:
The Internal mark is awarded based on the components such as developing a marketing plan for a non-profit organization, visit to a non-profit organization, analysis and discussion of non-profit marketing case studies and quizzes.
MARKETING OF FINANCIAL SERVICES

OBJECTIVES:
• To examine the emergence of financial services industry
• To create an awareness about the nature of marketing function in a financial service organization
• To provide both theoretical and practical knowledge in financial services marketing, using the real life cases.
• To gain exposure to the marketing strategies adopted for different financial services such as banking, mutual funds, insurance, etc.

METHODOLOGY
Lectures, field projects, simulation exercise, group discussions

UNIT – I

UNIT – II

UNIT – III
Marketing of Banking Services – Concept, Justification for marketing the banking services – Users and their Behavioural Profile – Product Planning and Development – Marketing Information System for Banks, Significance of MIS to the Banking Organisations – Market Segmentation – Marketing Mix for banking services – Marketing Strategies – India Scenario of Bank Marketing.

UNIT – IV

UNIT – V
TEXT BOOKS:

REFERENCES:
2. Valerie Zeithaml & Mary Jo Bitner, SERVICES MARKETING, McGraw Hill.
3. Articles published in all relevant journals(like Journal of Marketing, The Banker, etc.) and Business Periodicals
4. Reports of RBI and SEBI on different services.

WEB RESOURCES:
1. www.bai.org/
2. www.marketstrategies.com
3. www.practitionerstrategies.com
4. www.fsfinancialstrategies.com
5. www.referenceforbusiness.com
6. www.afsae.org

ILLUSTRATIVE EXERCISE:
1. Group Discussion on Recent trends in marketing of financial services.
2. Field Projects on Marketing of financial products and services
3. Simulation exercise for developing a marketing strategy for a given situation
MARKETING OF HIGH TECH PRODUCTS & INNOVATIONS

Credits: 3

Objectives:
To prepare students for a career in product management. This course focuses on issues facing companies selling innovations and technology-based products and integrates the impact of strategic marketing decisions and business models for Technology diffusion.

Unit I:
Opportunity analysis for innovations: Special characteristics of market and technological uncertainty & competitive volatility - High-Tech vs. Low-Tech Marketing - New technology (push) or customer demand (pull), Environment and industry structure, Competition analysis and critical success factors. Forms of product leadership Quality, Operational efficiency, Supply chain and Internal processes, Brand and relationship management, Customers or collaborators or distribution channel - Core competencies: unique, internal capabilities, processes, resources, values or people as bases for competitive advantage.

Unit II:
Creation of value – Developing new products - Technological Cycles and Innovation Typology Breakthrough or disruptive or incremental innovation, Innovation Diffusion – Bio mimicry and Customer co-innovation, Entry timing and launch or relaunch strategies – Marketing research and understanding high tech consumers - Customer Acceptance of Technology and Technology Readiness

Unit III:
Capturing value: The economic model, Unbundling, Versioning and contextual marketing – Customer acquisition strategies and costs Customer Intimacy and Other Value Disciplines; Discovery Driven Planning - Marketing mix decisions, Technology maps, POP Points of Parity & POD Points of Differentiation, Buzz marketing – Steering Innovation management teams, challenges of Disruptive Change - Strategy to executable tactics — Technographic segmentation – Engagement and making technology fun ‘Gamification’

Unit IV:
Sustaining value and renewal: Competitive response analysis - Regulation, social/political, macroeconomic trends – Gestation or Time-to-market, Product life cycle, diffusion, maturation issues, obsolescence, and substitution – Customers retention - Product/service pipeline and contingency plans – Creating sustainable competitive advantage: Customer value proposition and profitability – Handling failures and cannibalization
Unit V:
Cases of high technology products and companies from various sectors like retail, financial services, education, IT and ITES, biotech and pharma, engineering goods, telemedicine, leisure & entertainment like books, music, etc.

References:
1. Text: Marketing of High Technology Products and Innovations, Mohr, Jakki, Sanjit Sengupta and Stanley Slater, Pearson Education
4. Websites of companies, articles and resources from Business Periodicals, technology blogs like engadget.com, etc.
MARKETING RESEARCH

OBJECTIVES:
- To introduce the basic concepts of research and methodology of conducting researches in marketing domain.
- To provide a foundation to pursue the summer training/project work and a winter project work and a professional career in Marketing Research domain.

METHODOLOGY
The methodology is predominantly lecture mode and case discussion, complemented with a mini-project work.

UNIT-I: Marketing Research – An Introduction

UNIT-II: Research designs

UNIT-III: Data collection – methods and tools

UNIT-IV: Measurement and scaling techniques

UNIT-V: Data analysis and reporting

TEXT BOOKS:
REFERENCES:
4. Hair, Andersen, Black and Tatham, Multivariate Data Analysis, Pearson India Ltd, New Delhi, 2008 (7th edition)

MAGAZINES & OTHER REFERENCES
1. www.emeraldinsight.com (A renowned research journal database)
2. www.ficci.com (Official web site of Federation of Indian chambers, Commerce and Industry)
3. www.ibef.org (Official web site of India Brand Equity foundation, a subsidy of CII)
4. www.ncaer.org (National Council of Applied Economic Research – Govt. of India data resource)
5. www.rbi.org.in (Reserve Bank of India website)

WEB RESOURCES:
1. www.spss.com
2. www.search.ebscohost.com
3. www.in.nielsen.com (A leading marketing Research Agency in India)
4. www.imrbint.com (A leading marketing Research Agency in India)
5. www.webmonkey.com (for online surveys)
6. www.statetutorials.com (Statistics tutorials including worked examples using softwares like SPSS)

ILLUSTRATIVE EXERCISE:
The Internal mark is awarded based on the components.
PRODUCT DEVELOPMENT AND MANAGEMENT

OBJECTIVES:
- To familiarize with the process of products development.
- To know the Launch cycle and necessary marketing effort, and
- To understand the organizational aspects of new products.

METHODOLOGY:
Lectures, term papers, industry visit and case discussions

UNIT-I
Nature of New Product Management – Role of New Products in Firm’s Marketing Effort
– Characteristics of New Products – Types of New Products

UNIT-II

UNIT-III

UNIT-IV

UNIT-V

TEXT BOOKS:
1. Eberhand E. Scheuing: NEW PRODUCT MANAGEMENT Merril Pub. Co., Columbus Ohio
REFERENCES:
1. Ramanuj Majumdar: PRODUCT MANAGEMENT IN INDIA (Prentice-Hall, India).

WEB RESOURCES:
2. http://www.bizmove.com/marketing/m2c.htm
5. http://www.retailmarketingblog.com/list-growing/

ILLUSTRATIVE EXERCISE:
The Internal mark is awarded based on the components.
RETAIL MANAGEMENT

OBJECTIVES:
• This course is designed to provide the learner a good understanding of the concepts, strategies, and trends associated with a retail operation in the Indian market place.
• To help the learner to explore the current retail environment, key retail management strategies, and trends in retailing.

METHODOLOGY
The methodology is predominantly lecture mode and case discussion, complemented with a mini-project work.

UNIT-I: Retailing – Strategy and environment
An overview of retailing – Types of stores – Product retailing vs. Service retailing – Non-store retailing
Retail strategy – Achieving competitive advantage and positioning Retailing environment – legal, social, economic, technological, issues Trends in the Indian Retailing Industry

UNIT-II: Store location and layout
Retail store location and layout – Country/Region analysis – Trade area analysis – Site evaluation and selection
Store design and layout – Comprehensive store planning
Exterior design and layout – Interior store design and layout – Interior design elements

UNIT-III: Merchandise planning and pricing
Planning merchandise needs and merchandise budgets – Methods for determining inventory evaluation – Assortment planning, buying and vendor relations
Merchandise pricing – Price strategies – Psychological pricing – Mark-up and markdown strategies

UNIT-IV: Retailing communication and selling process
Communicating with the retail customer – Retail promotion mix-Advertising – Sales promotion – Publicity
Retail selling process – Retail database – In-store customer service

UNIT-V: Retail trends
Globalisation and changing retail formats – Virtual store – E-tailing – International Retailing – Opportunities and challenges
New customized formats (customized stores, portable stores, merchandise depots, retail theater, service malls, customer-made stores, interactive kiosks, shopping arcades)
TEXT BOOKS:
1. Hasty and Reardon: Retail Management, McGraw-Hill.
2. Lucas, Bush and Gresham: Retailing, Houghton Mifflin – AIPD, India

REFERENCES:
1. Ogden and Ogden: Integrated Retail Management (Indian adaptation), Wiley-DreamTech
2. Gilbert: Retail Marketing Management, Pearson Education

WEB RESOURCES:
2. http://www.bizmove.com/marketing/m2c.htm
5. http://www.retailmarketingblog.com/list-growing/

ILLUSTRATIVE EXERCISE
Each student choose two physical and one virtual store do customer profile survey, store location and layout, pricing strategies, merchandising and promotion strategies and prepare a report.
SALES AND DISTRIBUTION MANAGEMENT

OBJECTIVES:
To understand and apply concepts and techniques in Personal Selling and Sales Management.
To understand and apply the dynamics of channel management and the role of out-bound logistics in effective distribution management.

METHODOLOGY
The methodology is predominantly lecture mode and case discussion, complemented with a mini-project work.

UNIT – I

UNIT – II
THE SALES FORCE: Size of the sales force, sales organization based on customer, geography, product and combinations and current trends – sales training programs and motivating the sales force – sales force compensation, sales incentives and sales force evaluation – controlling the sales effort – sales quotas, sales territories, sales audit.

UNIT – III
PHYSICAL DISTRIBUTION: participants in the physical distribution function, the environment of physical distribution – Channel Design strategies and structures, selecting channel members, setting distribution objectives and tasks – Target markets and channel design strategies.

UNIT – IV

UNIT – V
E-enabled selling and distribution: e-Commerce and e-retailing as a channel of distribution, Electronic intermediaries, Disintermediation and Re-intermediation, e-enabled logistics management and tracking systems.
TEXT BOOKS
1. Charles Futrell: SALES MANAGEMENT, Pearson Education Books
2. Eugene M. Johnson, David L. Kurtz & Eberhard E. Scheuing: SALES MANAGEMENT; Mcgraw Hill.

REFERENCES

WEB RESOURCES:
1. www.icmrindia.org/casestudies/Case_St...
2. www.learnmarketing.net/servicemarketi...
3. marketingteacher.com/lesson-store/les...
4. crl.du.ac.in/ical09/papers/index_file...
5. www.webresearchservices.com

ILLUSTRATIVE EXERCISE:
The Internal mark is awarded based on the components.
SERVICES MARKETING

OBJECTIVES:
To differentiate between product and service businesses and equip for a career in marketing in the service industry.

METHODOLOGY
The methodology includes, explaining the basics and problems of services marketing by lecture mode and case discussion, complemented with assignments. The students have to present, individual as well as group assignments in given topics to understand the application of concepts.

UNIT-I: MARKETING OF SERVICES - Introduction - Growth of the Service Sector - The Concept of Service - Characteristics of Services - Classification of Services - Designing the Service - Blueprinting, Using Technology, Developing Human Resources, Building Service Aspirations.


UNIT-V: MARKETING OF SERVICES WITH SPECIAL REFERENCE TO
(a) Financial Services
(b) Health Services
(c) Hospitality Services including Travel, Hotels and Tourism.
(d) Professional Services
(e) Public Utility Services
(f) Communication Services
(g) Educational Services
TEXT BOOK:

REFERENCES
4. Ron Zemke & Dick Schaaf: THE SERVICE EDGE.
5. Raghu & Vasanthi Venugopal: SERVICES MARKETING

NB: Latest editions of books mentioned above are recommended.

WEB RESOURCES:
1. www.icmrindia.org/casestudies/Case_St...
2. www.learnmarketing.net/servicemarketi...
3. marketingteacher.com/lesson-store/les...
4. crl.du.ac.in/ical09/papers/index_file...
5. www.webresearchservices.com

MAGAZINES AND JOURNALS:
All marketing area related supplementary and periodicals

ILLUSTRATIVE EXERCISE:
The Internal mark is awarded based on the components.
SOCIAL MARKETING

OBJECTIVES

Social marketing involves the application of marketing theories to influence a change in behaviour and is concerned with health, social, environment and public policy issues. This course is designed for students concerned about social issues and problems, and passionate about making a difference. The objectives are:

• To appreciate the concept of social marketing and its role in behaviour change
• To understand the Social marketing environment and relevant consumer behaviour models
• To develop and apply the social marketing planning and evaluation process to a range of practical situations

METHODOLOGY

The classroom methodology will include lectures, quizzes, a hands-on miniproject, comprehensive case analysis and discussions, topic analysis and developing a reflection essay (term paper)

UNIT I: Introduction to Social marketing
Development of Social marketing – Differentiating Social marketing from other socially-oriented marketing activities – Defining Social marketing – Social marketing Vs Commercial marketing: key differences
Social marketing environment – 5-forces model – Environment factors and external considerations – micro and macro environment variables that influence a Social marketing program

UNIT II: Consumer behaviour models and Social marketing research
Models of attitude and behaviour change – health belief model, protection motivation theory, social learning theory, theory of reasoned action, theory of trying, cognitive dissonance, theory of interpersonal behaviour, Rossiter-Percy motivation model, morality and legitimacy, diffusion theory
Marketing research and evaluation framework: qualitative versus quantitative research, formative research, efficacy testing, process research, outcome research

UNIT III: Social marketing strategy
Segmentation and targeting – psychographics, motives and benefits segmentation, Sheth’s and Frazier’s attitude-behaviour segmentation – Stage approach to segmentation; Selecting target audiences – cross-cultural targeting, cultural tailoring, individual tailoring; Positioning – behaviour-focussed, barriers-focussed, benefits-focussed, competition-focussed positioning
Developing a Social marketing plan
UNIT IV: Social Marketing Mix
Product – components of a Social product – core, actual and augmented product levels – branding a social product
Price – cost considerations in performing the desired behaviour – monetary and non-monetary incentives and disincentives – setting prices for tangible objects and services
Place – managing distribution channels – Use of existing channels and developing advantages of location, time, place of need, accessibility, keeping competition away and psychological acceptance
Promotion – developing a creative brief – choosing media and methods - communication strategy for a Social product – Cognitive processing models for persuasion: elaboration-likelihood model, Cialdini’s six principles of persuasion, Types of appeals – Fear, threat, incentive and messenger appeals – Framing effects
Extended Social marketing mix elements – policy, people and partnerships

UNIT V: Issues in Social marketing implementation
Ethical issues in Social marketing – ethical principles and codes of behaviour – criticisms of Social marketing: power imbalances and unintended consequences Issues in using Sponsorship to achieve changes – working and evaluation of sponsorships
Issues in sustaining the desired behaviour change

Reference books:
2. Nancy Lee and Philip Kotler: Social Marketing (Sage)
5. Sameer Deshpande and Nancy Lee: Social Marketing in India (Sage)

Web resources:
1. www.socialmarketingservice.com – a consulting firm specializing in social marketing campaign development and evaluation.
2. www.turningpointprogram.com – website of a social marketing initiative in public health; has useful resources

Illustrative exercises:
1. Develop a Social Marketing Plan for a ‘Wear helmet’ campaign among University students
2. Identify the top 10 social marketing campaigns and compile a list of best practices in social marketing communication.
SOCIAL MEDIA MARKETING

OBJECTIVES:
The objectives of this course are:
- To understand the foundations of Social media and its role in marketing
- To conceptualize Social media marketing strategy formulation
- To understand the typology of Social media platforms and their utility for marketers
- To become familiar with Social media analytics and metrics

METHODOLOGY:
The classroom methodology will include lectures, quizzes, lab sessions, comprehensive case analysis and discussions, brainstorming on industry news and latest developments, white papers and development of a Social media marketing plan.

UNIT-I FOUNDATIONS OF SOCIAL MEDIA MARKETING
Social media and its role within Marketing
The Social media environment – Social consumers – Social applications – Social business ecosystem – Network structure and group influences in Social media

UNIT-II SOCIAL MEDIA MARKETING STRATEGY AND PLANNING
Rules of engagement for Social media marketing
Target audience – Influencers – Message/Content
Developing a Social media marketing plan

UNIT-III SOCIAL MEDIA PLATFORMS: TYPOLOGY, SCOPE AND UTILITY
Scope and marketing utility of blogging, micro-blogging, social networks, social bookmarking, collaboration, video sharing, podcasts, picture sharing, live streaming, webinars

UNIT-IV SOCIAL MEDIA DATA MANAGEMENT AND MEASUREMENT
Social media analytics, social media metrics – Introduction to analytics tools for popular social media (Facebook, Twitter, LinkedIn, YouTube, Instagram)
Social media monitoring and Online reputation management

UNIT-V USING POPULAR SOCIAL MEDIA PLATFORMS
Marketing through Facebook – Community building and engagement
Marketing through LinkedIn – B2B lead generation and personal branding
Marketing through Twitter – Driving traffic and conversations
Marketing through YouTube – Viral marketing
Marketing through Instagram – Visual story telling
Planning and creating multi-channel Social media strategy
Text books:


Reference books:


Web resources:

1. www.hubspot.com – offering in-bound marketing software, support and methodology
2. www.socialmediatoday.com – provides social media industry news and analysis
3. www.socialmediaexaminer.com – a popular social media marketing resource site
4. www.econsultancy.com – Internet marketing research and training company
STRAATEGIC MARKETING

Objectives:
This is an applications oriented course and the primary objective is to develop the capabilities necessary to apply marketing theories and concepts to actual situations and current events. The course will help the students to develop analytical skills in the formulation and implementation of market driven strategies for an organization and to provide practical, decision-making experience necessary for a career in the dynamic global business economy.

Methodology:
The methodology is predominantly lecture mode and case discussion, complemented with field based mini projects, terms papers and assignments. The students have to present the cases individually as well as in group assignments to understand the application of concepts.

UNIT-I:

UNIT II:
Strategic Marketing Management – Objectives & concept of Strategic Marketing Management - Strategy Definition, Creating the marketing plan, Anticipating and adapting to change and Ethical and legal issues.

UNIT III:
Strategic Marketing analysis – SWOT Analysis, GAP Analysis – Competitive Analysis – Porter’s 5 forces Model of competition, BCG Matrix, GE 9 Cell Model as basic foundation of Strategic Marketing, McKinsey’s 7s framework for analyzing and improving organizational effectiveness.

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

Text books:
1. Strategic Market Management, 9TH ed. by David A. Aaker; Wiley publications.

Reference books:

Additional Readings

Web resources:
1. edis.ifas.ufl.edu/pdffiles/fe/fe29900.pdf
4. www.paulgerhardt.com/...
5. www.referenceforbusiness.com

ILLUSTRATIVE EXERCISE:
The Internal mark is awarded based on the components.
RURAL MARKETING

COURSE OBJECTIVES

- Introducing to Rural Marketing basics
- Expose to basic nuances of rural markets - applicability of 4A’s
- Experiential sharing through various experiments like Project Shakti, E-Chaupal, Mahindra Shubh Labh, Gurukul Adhaar, TATA Kisan Sansar, DSCL Hariyali Kisan Bazaar, etc.

METHODOLOGY

- The methodology is predominantly by lecture mode and complemented with applications of case discussion / articles discussion

Unit-I

Rural Bharat: Indian Experiences
Introduction through Illustrative cases like HUL, Coca-Cola, LIC, LG, Max New York Life, ITC

Rural Marketing – Why: Importance of rural markets – reasons to tapping rural-Perspectives of different companies/consultants

Defining Rural Markets I: Various Definitions - Rural Marketing; Difference between Urban & Rural Marketing; Rural Market Structure

Unit-II

Demographic, Physical, Economic, Political, Technological & Socio-cultural environment of Indian Rural Markets- Rural Market Size, Rural Consumer Income Pattern - Consumption Patterns

Unit-III

Rural Markets: Consumer Behavior I- Buying Models; Types of Consumer Behavior; Factors influencing behavior - Illustrative Perspectives of Consumer Behavior; Rural Market Mapping through Marketing Research- Market Segmentation, Market Targeting Positioning Strategies - Challenges; Strategies for FMCG, Consumer Durables, Agricultural Goods and Services

Unit-IV

Product Strategy for Rural Markets: Branding and issue of Fakes- Case Studies; Pricing Challenges; Practices of Companies in India - Challenges in Accessing Rural Markets; Channels of Distribution - Present distribution models; Ideal Model of Distribution
Unit-V

Communication Strategy for Rural Markets: Challenges; Developing Effective Communication Strategies-Rural Media; Creating Message for Rural audience

Note:

The presentation topics specified in the session plan shall be allotted to the groups comprising 4 students and shall be making presentation of 12-15 minutes, as per the plan. Besides this, the students are expected to prepare themselves on the topics regularly for the forthcoming sessions. This shall facilitate in organizing sessions using varied pedagogical tools.

Text books:


Reference:

More than 100 articles shall be made available to the class from time to time.

MAGAZINES & OTHER REFERENCES

1. [http://rmai.in/](http://rmai.in/) (Rural Marketing Association of India)
2. [http://ficci.com/](http://ficci.com/) (Federation of Indian Chambers of Commerce and Industry)

WEB RESOURCES:

1. [www.emeraldinsight.com](http://www.emeraldinsight.com) (A renowned research journal database)
2. [www.search.ebscohost.com](http://www.search.ebscohost.com) (A renowned research journal database)
OPERATIONS
ELECTIVIES
ADVANCED MATERIALS MANAGEMENT

OBJECTIVES
- Since parts of this subject have already been taught in an earlier Semester, this Advanced Version is meant to be largely practice-oriented. Hence the mode of coverage will be less through lectures and more through practice sessions, live experiences, data collections, feedback presentations, Case discussions, Seminars, etc.

UNIT-I
Concepts of Integrated Materials Management (IMM) - Organizing for IMM - Types of Inventories - Inventory Problems in India.

UNIT-II
Codification - Computerization and Information Systems - Standardization and Variety Reduction - Value Analysis: ABC, VED, XYZ and other methods of Selective Analysis, AHP for vendor rating.

UNIT-III
P system of inventory, Q system of Inventory, Inventory Valuation, Multiple-item model with storage limitations, Purchase model of inventory for multi-item with inventory carrying cost constraint, Purchase model of inventory for multi-item joint replenishment without shortages, Manufacturing model of inventory for multi-item joint replenishment without shortages, EOQ for purchase model of inventory for multi-item joint replenishment with space constraint.

UNIT-IV

UNIT-V
TEXT BOOKS:

1. Gopalakrishnan, P & Sundaresan, M: MATERIALS MANAGEMENT – AN INTEGRATED APPROACH; Prentice Hall of India Private Ltd.
2. Gopalakrishnan, P & Sandilya, M.S: INVENTORY MANAGEMENT - TEXT AND CASES; The Macmillan Company of India Ltd.
3. Datta, A.K: MATERIALS MANAGEMENT - PROCEDURES, TEXT AND CASES; Prentice Hall of India Private Ltd.

REFERENCES

1. Panneerselvam, R., OPERATION RESEARCH, PHI Learning, Delhi, 2006.
2. Ammer, D.S, MATERIALS MANAGEMENT; Irwin.
ADVANCED OPERATIONS RESEARCH

UNIT 1
Linear Programming: Review of Linear programming, Dual Simplex method, Two Phase method, Identification of special cases in simplex table, Sensitivity Analysis: Changes in the right hand side constants of constraints, Changes in the objective function coefficients, Adding a new constraint, Adding a new variable.

UNIT 2
Transshipment model: Transshipment problem with sources and destinations acting as transient nodes, Transportation problem with some transient nodes between sources and destinations, Quantity Discount Model for Transportation Problem: Modeling of transportation problem with quantity discounts: Model with All Quantity Discount Scheme (AQDS), Model with Incremental Quantity Discount Scheme (IQDS), Assignment Problem: 0-1 programming model for assignment problem, Branch and bound method for assignment problem

UNIT 3
Shortest Path Problem: Dijkstra’s Algorithm for shortest path problem, Minimum Spanning Tree Problem: Kuruskal’s algorithm for minimum spanning tree problem, Maximal Flow Problem: Linear programming modeling of maximal flow problem, Maximal Flow problem (MFP) algorithm, Integer Programming: Integer programming formulations, Cutting plane algorithm, Branch and bound technique, 0-1 implicit enumeration technique for generalized 0-1 programming problem

UNIT 4
Inventory Control: Purchase model of inventory for multi-item with inventory carrying cost constraint, EOQ for purchase model of inventory for multi-item joint replenishment with space constraint, Dynamic Programming: Stage coach problem, Cargo loading problem, Minimizing Total tardiness in single machine scheduling problem, Optimal subdividing problem, Solution of linear programming, Queueing Theory: Simulation for queueing problems, Need for simulation, Simulation using high level languages, Introduction to GPSS (general Purpose Simulation System)
UNIT 5
Game theory: Linear programming approach for game theory. Goal Programming: Goal programming model, Simplex method for goal programming, Parametric Linear Programming: Changes in objective function coefficients, Changes in right-hand side constants, Non-Linear Programming: Lagrangean method, Kuhn-Tucker condition, Quadratic programming, Separable programming, Chance-constrained programming or Stochastic programming

TEXT BOOKS

REFERENCES

MAGAZINES & OTHER SOURCES
1. www.or.pubs.informs.org (Popular Operations research Journals)
2. www.emeraldinsight.com (A renowned research journal database)
ADVANCED PRODUCTION MANAGEMENT

OBJECTIVES

- Discussions of Advanced nature on the following topics reinforced by Case Analysis, Situation Diagnosis, finding remedial alternatives, mathematical modeling, heuristics, etc. will form a major component of the teaching methodology.

UNIT-I
Advanced Production System Concept: Forecasting using Multiple Regression (Matrix Method), Introduction to CIM, FMS, Reverse Engineering, Integrated Business Logistics, ERP.

UNIT-II Single Facility Location Problem, Multifacility Location Problem – Minimax Location Problem - Computerized Layout Techniques - ALDEP, CRAFT, Group Technology - Rank Order Clustering Algorithm.


UNIT-IV Assembly Line Balancing: COMSOAL, Resource Allocation and Resource Leveling in Project Networks - Replacement Analysis: - Due to Complete Failure - Distinction between Break Down Maintenance and Preventive Maintenance - Use of Simulation for Maintenance Management Decision, AHP for vendor rating

UNIT-V Inventory Models - Probabilistic Models – Multi-Item Model with Storage Limitation, Purchase model of inventory for multi-item Joint Replenishment without shortages, Manufacturing model of inventory for multi-item Joint Replenishment without shortages, P&Q Systems of Inventory, ABC Classification, VED Analysis, FSN Analysis, XYZ Analysis, Design of Single Sampling Plan using Nomogram.
TEXT BOOK:


REFERENCES

COMPUTER INTEGRATED MANUFACTURING SYSTEMS

UNIT I
Manufacturing System Management: Types of production system, CAD and CAM, Concurrent engineering, Design for Manufacturing (DFM), Design for Assembly (DFA), Review of aggregate planning, Master production planning, Materials Requirement Planning (MRP), Capacity requirements planning (CRP)

UNIT II

UNIT III

UNIT IV
UNIT V
Geometric Modelling: Wireframe modelling, Surface modelling, Solid modelling [Constructive Solid Geometry, Boundary Representation (B-Rep)], Robotics: Terminologies of robot, Coordinate systems, Point to Point Type Robot, Continuous Path Type Robot, drive systems of robot, Robot precision, Applications of robots, Sensing: Range sensor, Time-of-flight range finders, Proximity sensors, Touch sensors, Force and torque sensors, Robot End Effector: Grippers, Mechanical grippers, Gripper mechanisms, Tools as end effectors, Robot Programming: Lead through programming methods, Essentials of robot programming (path in space), Select commands to operate robot, Textual robotic languages (Introduction to VAL II, AL and AML robot languages)

TEXT BOOKS

REFERENCES

WEBSITES
OBJECTIVES

- To understand stochastic models
- To know the various aspects of simulation
- To use high level languages and GPSS etc. In a stochastic environment

UNIT-I
System concept, Need for simulation, Types of model, Major steps of simulation, Types of simulation, Advantages of simulation, Monte-Carlo simulation, Methods of random number generation- Mid-square method, Multiplicative Congruential method, Testing of randomness of random numbers- Chi-square method, Kolmogorov-Smirnov Test, Run test

UNIT-II
Random variate formulas for Uniform distribution, Exponential distribution, Poisson distribution, Methods of Random variates generation for Normal distribution, Gamma distribution.
Introduction to simulation languages – GPSS, SIMULA I, SIMSCRIPT, GASP, SIMAN, DYNAMO.
UNIT III
Simulation using high level language- Single server model with single queue, Parallel server model with single queue, Single server queueing system with two queues with alternate service, Single server queueing system with balking and with reneging, Single server queueing model with single queue with bulk arrivals, Inventory system, Assembly line system
UNIT IV
GPSS Preliminary blocks- GENERATE, QUEUE, DEPART, TERMINATE, SEIZE, RELEASE, ADVANCE, TABLE OF DEFINITION, ENTER, LEAVE, STOEAG, TRANSFER BLOCKS, SAMPLING PROBABILITY DISTRIBUTION

UNIT V
GPSS- Standard Numerical attributes (SNAs), Transaction parameters, Priority block, Select Block, Equivalence Declaration, Table Entity.
ARENA Modules - Basic Process Modules, Advanced Process Module Panel, Data Modules
Simulation case Studies in Manufacturing and Service organizations.
REFERENCE
TEXT BOOKS:
1. R. PANNEERSELVAM and P. SENTHILKUMAR, SYSTEM SIMULATION, MODELLING AND LANGUAGES, PHI Learning, Delhi.

REFERENCES:
5. R. Panneerselvam, OPERATIONS RESEARCH, PHI Learning, Delhi.
FUNDAMENTALS OF SIX SIGMA

OBJECTIVE:
Objective of this course is to train management students about the principles of six sigma implementation and improving quality with respect to products and services.

METHODOLOGY:
Power Point Presentation, Participative type classes, case study, Assignments, test. Subject quiz, Factory visit and field study, seminar, Game, Subject Video presentation and Illustrative exercise

UNIT-I
The fundamentals of six sigma-principles of quality management - Business Performance Improvement and six sigma-the evolution of Six Sigma Qualities as a Business Performance Metric-Quality Principles and Six Sigma six sigma and Competitive Advantage.

UNIT-II
Project Organization, Selection, and Definition- Organizing for Six Sigma Projects-People skills- Six sigma Project Selection- Project Definition-Project Review.

UNIT-III

UNIT-IV
UNIT- V


**Six Sigma Implementation**- Principles for Six Sigma Implementation-Project Management- Organizational Culture and Change Management- Enterprise Leadership-Knowledge Management.

**TEXT BOOKS:**


**REFERENCES:**


2. Jiju Antony; Ashok Kumar; Roberto Bañuelas, 2006. World class applications of Six Sigma, Oxford: Butterworth-Heinemann,


**WEB RESOURCES:**

1. www.sixsigmatutorial.com
2. www.sixsigmaonline.org
3. www.sixsigmaspc.com
4. www.sixsigma.in
5. www.sixsigmaindia.net

**ILLUSTRATIVE EXERCISES**

1. Six Sigma project in an automobile company.
2. Six Sigma project in a financial organization
3. Six Sigma project in a Hospital.
4. Six Sigma project in an educational institution.
5. Six sigma project in an electronic product manufacturing company
6. Six Sigma project in a Hotel
7. Six Sigma project in retail industry
8. Six Sigma project in Telecommunication Industry
INNOVATION AND PRODUCT DEVELOPMENT

OBJECTIVE:
Objective of this course is to train management students about the principles of innovation with respect to products and services.

METHODOLOGY:
Power Point Presentation, Participative type classes, case study, Assignments, test. Subject quiz, Factory visit and field study, seminar, Game, Subject Video presentation and Illustrative exercise

UNIT: 1
High technology-strategic context
Characteristics of high technology, high-tech markets, high-tech products, high-tech environment –market penetration and marketing management, IT-internet opportunities, IT-enablement of new products and industries, IT and digital technology –implications for new product development and competitive advantage

Product Development Strategies
Business, Market, technology and resource strategies, business strategy, basis of competition, competitive strategy, technology strategy and roadmap, product strategy, global resource strategy, implementing strategy, strategy officer, guidelines for preparing and implementation of strategic plans

UNIT: 2
Marketing management
Marketing-definitions, the role of marketing in high-tech markets-misconceptions, marketing management functions, the marketing process-characteristics, marketing mangers –output and success metrics, inventing the whole product, ancillary products and tools, understanding stakeholders needs and priorities. Need satisfaction and window of opportunity-criticality of timing, S-curve model and growth through successive product introduction, value proposition, market segmentation in product development, segment analysis, market segmentation by diffusion of innovation and the technology adoption life cycle, impact of market infrastructure on new product penetration, product development and commercialization investment, the product roadmap, positioning strategy, value pricing, the selling process, managing customer relations,

Product platform and Knowledge integration
Product development goals, knowledge-generation, retention, reuse and integration ,dimensions of knowledge integration, knowledge integration across the value chain and virtual teams ,time value of knowledge and short time to market, types of products and development projects, product platform and architectural design considerations, product architecture and modularity, strategic outsourcing and product architecture, product life cycle, continuous improvement of a product, baseline and derivative products.
UNIT: 3
The Product Development process
The product development framework, the product development process at leading companies, the new product development and commercialization process, scaling the process and the dynamic nature of product development, knowledge generation and integration in PDCP, flexibility in product development, market requirement specification, phases of the PDCp, product launch, cross-functional responsibilities and deliverables in product development, deliverables checklist, process development methodology, software product development, product release and post release management, product change management.

Excellence in design and product reliability
Product design-guidelines for excellence-design for reliability, predictability and robustness, reliability profile over the product life cycle-reliability assurance beyond the design phase-reliability design-reliability modeling and other tools-fault tree analysis-failure modes, effects and criticality analysis-design of experiments-passive data collection-accelerated testing and screening, Weibull analysis, The Duane growth Model-reliability growth testing-robustness and predictability of performance terminology in product design and development-definitions-product documentation prototype-product characterization testing-customer participation in product development-quality.

UNIT -4
Flawless execution, Global resources management
Challenges in the development and commercialization of high-tech products-strategies for flawless execution-process orientation-kaizen in PDCP-managing critical interfaces systems analysis, systems engineering and life cycle thinking, product development systems analysis methodology-product development—a global perspective-managing constraints-fostering innovation and entrepreneurship-common innovation problems in large companies-engineering excellence and team productivity-manufacturing metaphors for lean product development-virtual team through strategic alliances and sourcing to external and internal suppliers-core competency, core activities and leveraging resources-strategic alliances-sourcing strategy and supplier selection-in sourcing and outsourcing structure and management of internal suppliers-outsourcing strategy.

Project management in product development
Project management tasks and a project manager’s responsibilities-sources of a project manager’s authority and influence-responsibilities of a functional manager-midcourse change in project manager-the planning process-the project plan outline-the statement of work-the work breakdown structure—the project schedule-cost estimating-project organization and resource management-product development—an integrated team from engineering and manufacturing-staff deployment-the task assignment sheet-planning resource demand and deployment-Driving Progress and Project Meetings—a cost/schedule/performance trade-off matrix-project cost and schedule variance analysis project closure-aggregate project planning and management-prioritization of projects-the aggregate project plan-a seven step process.
UNIT: 5

Best practices for product development managers

Business processes- decision making-risk management- the decision tree in risk management- problem solving-root cause analysis- creative brainstorming- cycles of learning-effective meeting management- effective Presentation.

Managing product and technology portfolios for shareholder value

Factor affecting long-term growth of shareholder value-return on investment models product and technology portfolio planning-a framework for product portfolio planning product portfolio planning-step 3-product project analysis-product portfolio planning-step 4-portfolio analysis-resource distribution-assessing market and business opportunities project viability assessment-estimating the probability of success and financial exposure in product development-intellectual property portfolio planning and protection- protection of intellectual property and patents.

TEXTBOOK:


REFERENCES:


WEB RESOURCES:

1. [www.productinnovationeducators.com](http://www.productinnovationeducators.com)
2. [www.innovationtools.com](http://www.innovationtools.com)
3. [www.prod-dev.com](http://www.prod-dev.com)
4. [www.innovation-point.com](http://www.innovation-point.com)
5. [www.tnglobal.com](http://www.tnglobal.com)

ILLUSTRATIVE EXERCISE

1. Innovation and Product development of five best passenger cars currently in the market.
2. Innovation and product development of five best TVs in the current market.
3. Innovation and product development of five best washing machines in the current market.
4. Innovation and product development of five best water heaters in the current market.
5. Innovation and product development of five best refrigerators in the current market.
SERVICE OPERATIONS MANAGEMENT

OBJECTIVE:
The objective of this course is to teach Service Operations Management concepts and also to make students understand tools necessary to solve Service Operations Management problems.

METHODOLOGY:
Power Point Presentation, Participative type classes, case study, Assignments, test. Subject quiz, Service organization visit and field study, seminar, Game, Subject Video presentation and Illustrative exercise

UNIT: I
1. The Role of Services in an Economy
2. The Nature of Services
3. Service Strategy

UNIT: II
1. New Service Development
2. Technology in Services
3. Service Quality

UNIT: III
1. The Service Encounter
2. The Supporting Facility
3. Service Facility Location

UNIT: IV
1. Managing Projects
2. Forecasting Demand for Services
3. Managing Capacity and Demand
4. Managing Waiting Lines

UNIT: V
1. Capacity Planning and Queuing Models
2. Service Supply Relationships
3. Managing Facilitating Goods
4. Growth and Globalization of Services
TEXT BOOKS:

REFERENCES:

WEB RESOURCES:
1. [www.amazon.com](http://www.amazon.com)
2. [www.poms.org](http://www.poms.org)
3. [www.ebay.com](http://www.ebay.com)
4. [www.sixsigma.in](http://www.sixsigma.in)
5. [www.ibid.informindia.co.in](http://www.ibid.informindia.co.in)

ILLUSTRATIVE EXERCISES:
1. Develop an original case for a Service Operations Management Project in a government organisation.
2. Develop an original case for a Service Operations Management Project in a financial organization
3. Develop an original case for a Service Operations Management Project in a Hospital.
4. Develop an original case for a Service Operations Management Project in an educational institution.
5. Develop an original case for a Service Operations Management Project in Tourism.
6. Develop an original case for a Service Operations Management Project in a Hotel
7. Develop an original case for a Service Operations Management Project in retail industry
8. Develop an original case for a Service Operations Management Project in Telecommunication Industry
SUPPLY CHAIN ANALYTICS

COURSE OBJECTIVES:

The objective of this course is to study key decision areas in supply chain design and operation. Students will learn what data is needed and how to use these data to measure supply chain performance, such as inventory levels, product availabilities, vendor performance, warehouse operations efficiency and customer service levels. Subsequently, they will learn how to use data and apply various tool and methods to analyse trends, forecast the customer demand, extract knowledge and business intelligence, and make decisions. Finally, through the analysis and discussion of case studies they get useful insights on how to optimize the value of supply chain processes and operations, to streamline the goals and to design flexible supply chains.

METHODOLOGY:

Power Point Presentation, Participative type classes, case study, Assignments, test. Subject quiz, Factory visit and field study, seminar, Game, Subject Video presentation and Illustrative exercises

UNIT I: BUILDING A STRATEGIC FRAMEWORK TO ANALYZE SUPPLY CHAINS

a. Understanding the Supply Chain
b. Supply Chain Performance: Achieving Strategic Fit and Scope
c. Supply Chain Drivers and Metrics

UNIT II: DESIGNING THE SUPPLY CHAIN NETWORK

1. Designing Distribution Networks and Applications to Online Sales
2. Network Design in the Supply Chain
3. Designing Global Supply Chain Networks

UNIT III: PLANNING AND COORDINATING DEMAND AND SUPPLY IN A SUPPLY CHAIN

1. Demand Forecasting in a Supply Chain
2. Aggregate Planning in a Supply Chain
3. Sales and Operations Planning in a Supply Chain
4. Coordination in a Supply Chain

UNIT IV: PLANNING, MANAGING INVENTORIES IN A SUPPLY CHAIN AND TRANSPORTATION NETWORKS

1. Managing Economies of Scale in a Supply Chain: Cycle Inventory
2. Managing Uncertainty in a Supply Chain: Safety Inventory
3. Linking Product Availability to Profits
4. Transportation in a Supply Chain
UNIT V: MANAGING CROSS FUNCTIONAL DRIVERS IN A SUPPLY CHAIN

1. Sourcing Decisions in a Supply Chain
2. Pricing and Revenue Management in a Supply Chain
3. Sustainability and the Supply Chain
4. Information Technology in a Supply Chain

TEXTBOOK (S):


REFERENCES:

1. Feigin G. (2012). Supply Chain Planning and Analytics: The right product to the right place at the right time, Business Expert Press, New York, USA.

WEB RESOURCES:

1. SCM Knowledge Base: http://supplychain.ittoolbox.com
8. Logistics Manager.com: http://www.logisticsmanager.com

ILLUSTRATIVE EXERCISES:

1. Develop models for making network design decisions and use optimization methods for facility location and network design decisions using Excel and Decision Analysis
2. Use decision tree methodologies to evaluate supply chain planning and capacity allocation decisions under uncertainty
3. Apply forecasting methods as well as formulate and solve optimization problems using Excel Spreadsheets
SUPPLY CHAIN MANAGEMENT

OBJECTIVES:
The objective of this course is to cover not only high-level supply chain strategy and concepts, but also to give students an understanding of the tools necessary to solve supply chain management problems.

METHODOLOGY:
Power Point Presentation, Participative type classes, case study, Assignments, test. Subject quiz, Factory visit and field study, seminar, Game, Subject Video presentation and Illustrative exercise

UNIT-I
1. Introduction to Supply Chain Management
2. Inventory Management and Risk Pooling
3. Networking Planning
4. Supply Contracts

UNIT-II
1. The Value of Information
2. Supply Chain Integration
3. Distribution Strategies

UNIT-III
1. Strategic Alliances
2. Procurement and Outsourcing Strategies
3. Global Logistics and Risk Management

UNIT-IV
1. Coordinated Product and Supply Chain Design
2. Customer Value
3. Smart Pricing

UNIT-V
1. Information Technology and Business Processes
2. Technology Standards
3. Local Issues in Supply Chain Management
TEXT BOOKS:

REFERENCES:

WEB RESOURCES:
1. SCM Knowledge Base: http://supplychain.ittoolbox.com
8. Logistics Manager.com: http://www.logisticsmanager.com

ILLUSTRATIVE EXERCISES:
1. Study of supply chain practices of fresh fish business in Pondicherry.
2. Study of supply chain practices of fresh milk business in Pondicherry.
4. Study of supply chain practices of fresh flower business in Pondicherry.
5. Study of supply chain practices of handloom industry in Pondicherry.
TOTAL QUALITY MANAGEMENT

OBJECTIVES:
• After undergoing this course student will get clear idea about Total Quality Management and will be able to work efficiently in a Total Quality Management organization.
• Also they can be a member of Total Quality Management Implementation team in an organization.

METHODOLOGY:
Power Point Presentation, Participative type classes, case study, Assignments, test. Subject quiz, Factory visit and field study, seminar, Game, Subject Video presentation and Illustrative exercise

UNIT-I: (The Foundations of TQM)
1. Understanding quality
2. Models and frameworks for total quality management
3. Leadership and commitment
   □ Case studies on foundations

UNIT-II: (Planning)
1. Policy, strategy and goal deployment
2. Partnerships and resources
3. Design for quality
   □ Case studies on planning

UNIT-III: (TQM – performance)
1. Performance measurement frameworks.
2. Self-assessment, audits and reviews
3. Benchmarking
   □ Case studies on performance

UNIT-IV: (TQM – Processes)
1. Process management
2. Process redesign/engineering
3. Quality management system
4. Continuous improvement
   □ Case studies on processes
UNIT-V: (TQM – People and Implementation)
1. Human resource management
2. Culture change through teamwork
3. Communications, innovation and learning
4. Implementation
   □ Case studies on people and Implementation

TEXT BOOKS:

REFERENCES:

WEB SOURCES:
1. www.iso.org
2. www.qcin.org
3. www.asq.org
4. www.qualitymag.com
5. www.qualitymanagementinternational.com

ILLUSTRATIVE EXERCISES
1. Develop an original case for a Total Quality Management project in a government organization.
2. Develop an original case for a Total Quality Management project in a financial organization
3. Develop an original case for a Total Quality Management project in a Hospital.
4. Develop an original case for a Total Quality Management project in an educational institution.
5. Develop an original case for a Total Quality Management project in a company manufacturing any product
SYSTEMS ELECTIVIES
BUSINESS INTELLIGENCE

Objectives

- This subject aims to present the importance of data and data warehouse
- It also gives different methods to perform data mining to find useful patterns if any
- It focuses on Business performance measures

UNIT I

Business Intelligence – Introduction, Framework of Business Intelligence- Definition, History, Architecture of BI, benefits of BI, Intelligence creation and use of BI governance, Transaction processing versus analytic processing, BI implementation – Developing or acquiring BI, Justification and Cost-benefit analysis, Security and protection of privacy, Integration of systems and applications, BI tools and techniques, Major vendors.

UNIT II

Data Warehousing – Definition, and concepts, Characteristics, Data marts, Operational data stores, Enterprise data warehouse, metadata, Architectures. Data warehouse process overview. Data integration, ELT.

Data warehouse development – Vendors, Development approaches, Representation of data in data warehouse, OLAP Vs OLTP, OLAP operations Implementation issues of data warehouse, Administration, security and future trends of data warehouse.

UNIT III


UNIT IV


UNIT V


BI Implementation – Overview (BI implementation factors, managerial issues), BI and integration implementation, Connecting BI systems to databases and other systems, On demand BI, Issues of legality, privacy and ethics, Social networks and BI for collaborative decision making, RFID and new BI application opportunities.

TEXT:


Reference

DATABASE MANAGEMENT SYSTEMS

OBJECTIVES:
The objective of the subject is to introduce the concepts of data modelling, database design, DBMS products and Database administration.

METHODOLOGY:
Lectures supplemented with case studies and classroom exercises.

UNIT-I:
Concept of system, Conventional file processing system, Drawbacks of conventional file processing system, Database system, Definition, Advantages, Components of Database Management System, Economic Justification of Database Approach, Terminologies of database systems, Data structure: Location methods, Types of pointers, Stack, Queue, Sorted list, Ring, Inverted list, Multi-list, Tree, Balanced tree.

UNIT-II:
Data model: Hierarchical data model, Network data model, Relational data model, E-R model.

Database Design: Steps of database design, Normalization – 1NF, 2NF, 3NF, Case problems for design of conceptual data model, Data Volume and Usage Analysis.

UNIT-III:
Implementation design: guidelines for mapping conceptual data model into hierarchical data model, Network data model and Relational data model, Program design guidelines (DAD).

Hierarchical Database Management Systems: DBD and DL/I of IMS and DDL and DML of PC-FOCUS. Examples with small programs.

UNIT-IV:
Network database management systems: DDL and DML of IDMS, Relational Database Management Systems: Relational Algebra and Relational calculus, DDL and DML of SQL.

UNIT-V:
TEXT BOOK:

REFERENCES:

WEB RESOURCES
1. www.sciencedirect.com
2. www.ebsco.com
3. www.googlescholar.com
4. www.scirp.org
5. www.springerlink.com

ILLUSTRATIVE EXERCISE:
The Internal mark is awarded based on the components.
DECISION SUPPORT SYSTEMS

OBJECTIVES:
• To help towards a career in Info. Systems Management.
• To introduce the basic concepts in Decision Support Systems, illustrating, how they facilitate efficient executive decision making.

METHODOLOGY
The methodology of this subject includes lectures, application problem solving and case studies.

UNIT-I:
Decision Support Systems – Definition – Characteristics & capabilities of DSS – Components of DSS – database, Model base, Communication subsystem & User – Classes of DSS.

UNIT-II:
DSS hardware and software – Group DSS – components & typology – Constructing a DSS – development process.

UNIT-III:
DSS development tools – Yardsticks for choosing DSS software – Executive information and support systems.

UNIT-IV:

UNIT-V:

TEXT BOOK:
1. Efralm Turbon: DECISION SUPPORT SYSTEM AND EXPERT SYSTEMS, Macmillan.
REFERENCES:
2. Ralph H. Sprange, JR. & Huga, J. Watson (Eds.): DSS-PUTTING THEORY INTO PRACTICE, Prentice Hall.

WEB RESOURCES
1. www.sciencedirect.com
2. www.ebsco.com
3. www.googlescholar.com
4. www.scirp.org
5. www.springerlink.com

ILLUSTRATIVE EXERCISE:
The Internal mark is awarded based on the components.
E-COMMERCE

OBJECTIVES:
• To introduce the concepts of Electronic Commerce
• To make students to understand the concepts of Electronic Commerce through case studies

METHODOLOGY:
Lectures, mini-projects, case studies, tutorials using Open Source software

UNIT-I:
1. Foundations of Electronic Commerce
2. Retailing in Electronic Commerce

UNIT-II:
1. Internet Consumers and Market Research
2. Advertisement in Electronic Commerce

UNIT-III:
1. Electronic Commerce for Service Industries
2. Business-to-Business Electronic Commerce

UNIT-IV:
1. Intranet and Extranet
2. Electronic Payment Systems

UNIT-V:
1. EC Strategy and Implementation
2. Public Policy: From Legal Issues to Privacy

TEXT BOOKS:

REFERENCES:
WEB RESOURCES
2. http://e-commerce.net.in/

ILLUSTRATIVE EXERCISE:
1. Develop an original case for an E-Commerce project in a financial organization
2. Develop an original case for an E-Commerce project in a company manufacturing any product
3. Develop an original case for an E-Commerce project in retail industry
4. Develop an original case for an E-Commerce project in Telecommunication Industry
5. Develop an original case for an E-Commerce project in B2C application
6. Develop an original case for an E-Commerce project in B2B application
7. Develop an original case for an E-Commerce project in C2C application
OBJECT-ORIENTED PROGRAMMING WITH C++

OBJECTIVES:
To introduce the concepts of Object-Oriented Programming using C++ language
To focus on different components of Object-Oriented Programming using C++ language and to plan, design and develop information systems.

METHODOLOGY:
Power Point Presentation, Participative type classes, case study, Assignments, test.
Subject quiz, Organization visit and field study, seminar, Subject Video presentation and Illustrative exercise

UNIT-I:

UNIT-II:
Classes and Objects
Constructors and Destructors

UNIT-III:
Operator Overloading and Type Conversion
Inheritance

UNIT-IV:
Pointers to objects, Virtual functions and Polymorphism
Managing Console Input/Output Operations

UNIT-V:
Working with files – File pointers and Error handling
Object-Oriented Systems development

TEXT BOOK:
REFERENCES

WEB RESOURCES
1. www.startwright.com/virtual.htm
2. www.lamp.infosys.deakin.edu.au
3. www.mbsportal.bl.uk
4. www.ibm.com
5. www.infoworld.com

ILLUSTRATIVE EXERCISE:
1. Design and Development of Object-Oriented program using C++ for Student admission
2. Design and Development of Object-Oriented program using C++ for Income tax calculation
3. Design and Development of Object-Oriented program using C++ for Sales application
4. Design and Development of Object-Oriented program using C++ for performance appraisal application
5. Design and Development of Object-Oriented program using C++ for consolidated mark sheet printing
SOFTWARE ENGINEERING

OBJECTIVES:
To make the students understand the underlying concepts of Software Engineering, Analysis and design, Quality assurance and testing.
To enable the students to develop software for specific categories.

METHODOLOGY:
Lectures, mini-projects, case studies, tutorials using Open Source software

UNIT-I: Introduction to Software Engineering

UNIT-II: Software Quality Assurance
Software quality assurance – concepts, metrics (McCall’s Quality Factors and Hewlett-Packard’s FURPS factors), Defect Amplification and removal, Formal Technical Reviews(FTRs), Software reliability, statistical quality assurance (SQA) for software.

UNIT-III: Requirement analysis and Design
Overview of Software requirement analysis and analysis modeling – data modeling, functional modeling and behavioural modeling
Software design – process, principles, concepts and methods – transform flow and transaction flow – interface design.

UNIT-IV: Software testing
Software testing – methods (white box testing, black box testing, basis path testing, control structure Testing) and strategies (unit testing, integration testing, validation testing, system testing)

UNIT-V: Software Engineering applied to Object-oriented systems and Client/Server systems
Object-oriented software engineering – concepts, distinguishing characteristics and principles, Object oriented Analysis process, Object Design process and Object-oriented Testing strategies
Client-server(C/S) software engineering – structure and design of C/S systems.
TEXT BOOKS:

REFERENCES:
1. Ian Sommerville, Software Engineering, Pearson Education, 2010

WEB RESOURCES
2. http://www.sei.cmu.edu/
3. http://www.se.rit.edu/

ILLUSTRATIVE EXERCISE:
The Internal mark is awarded based on the components.
SOFTWARE PROJECT MANAGEMENT

OBJECTIVES:

• To understand the concept of software projects and steps in software project management.
• To enable the students to prepare business proposals for software management.
• To enable the students to evaluate the technical feasibility, financial viability, market acceptability and social desirability of software projects.
• To be effective as project managers and as part of software project teams.

METHODOLOGY:
Lectures, mini-projects, case studies, tutorials using Open Source software

UNIT-I:   Software projects and metrics
Software Project Management – Concepts and 3 P’s (People, problem and process) Metrics in the process and project domains, Software measurement – size-oriented metrics, function-oriented metrics and extended function point metrics, Integrating metrics within the software process.

UNIT-II:   Software project planning
Software Project planning – objectives, scoping, Resources – human resources, reusable software resources and environmental resources

UNIT-III:   Software outsourcing and project scheduling
The Make-Buy decision – creating a decision tree, Software outsourcing – issues involved Project Scheduling and tracking – relationship between people and effort – defining a task set for the software project.

UNIT-IV:   Software risk management and configuration management

UNIT-V:   Object-oriented software projects and CASE tools
TEXT BOOKS:

REFERENCES:
1. Ian Sommerville, Software Engineering, Pearson Education, 2010

WEB RESOURCES
1. http://softwareprojectmanager.org/
4. http://www.project.net/

ILLUSTRATIVE EXERCISE:
The Internal mark is awarded based on the components.
SYSTEMS ANALYSIS AND DESIGN

OBJECTIVES:
To introduce the concepts of System analysis and design
To focus on different components of System analysis and design and to plan, design and develop such information systems.

METHODOLOGY:
Power Point Presentation, Participative type classes, case study, Assignments, test.
Subject quiz, Organization visit and field study, seminar, Game, Subject Video presentation and Illustrative exercise

UNIT-I:

UNIT-II:

UNIT-III:
COMPUTER AIDED SYSTEMS TOOLS – Role of Tools – Categories of Tools – Case.

UNIT-IV:
DESIGN OF ONLINE DIALOGUE – Purpose and Definition of Online, Interface, etc. – Designing Dialogue – Dialogue Strategies – Data Entry Dialogues.

UNIT-V:
MANAGING SYSTEMS IMPLEMENTATION – Training – Conversion Methods – Post Implementation Review.
HARDWARE AND SOFTWARE SELECTION – Overall Economic Analysis.
TEXT BOOKS:


REFERENCES

WEB RESOURCES
1. www.startwright.com/virtual.htm
2. www.lamp.infosys.deakin.edu.au
3. www.mbsportal.bl.uk
4. www.ibm.com
5. www.infoworld.com

ILLUSTRATIVE EXERCISES
1. Develop an original case for a System analysis and design project in a government organisation.
2. Develop an original case for a System analysis and design project in a financial organization
3. Develop an original case for a System analysis and design project in a Hospital.
4. Develop an original case for a System analysis and design project in an educational institution.
5. Develop an original case for a System analysis and design project in a company manufacturing any product
6. Develop an original case for a System analysis and design project in a Hotel
7. Develop an original case for a System analysis and design project in retail industry
8. Develop an original case for a System analysis and design project in Telecommunication Industry
VISUAL BASIC FOR BUSINESS APPLICATIONS

OBJECTIVES:
To introduce the concepts of Visual Basic
To focus on different components of Visual Basic and to plan, design and develop information systems.

METHODOLOGY:
Power Point Presentation, Participative type classes, case study, Assignments, test.
Subject quiz, Organization visit and field study, seminar, Subject Video presentation and Illustrative exercise

UNIT-I:
VB environment; Tools; Bars; Different Menus; Customizing a Form – Setting Different properties; Saving, Edit, Debug, Run and writing simple programs; user interface – Creating Controls; Command buttons, simple event procedure; image controls, text boxes; Labels and Navigation.

UNIT-II:
VB Programming – Editing Tools; Statements; Variables; Data Types; Strings; Numbers; Picture Boxes; Printer Object; Operators, Determinant and Indeterminant loops; Decision Making Statements; Built-In-Functions; Date-Time functions.

UNIT-III:
Functions – Procedures – Arrays – Writing simple programs using above function (like Searching, Sorting and etc.) – Control Arrays – List and Combo Box; Flex Grid control – VB Object Browser – Introduction to Object Oriented Programming – Making user interfaces using MS Window common control, MDI Forms.

UNIT-IV:
Tools and Techniques for resting, Debugging and optimization; ActiveX Controls, Basic file Handling – Workspace; Database; Recordset; Report Generation; Accessing with different back end (MS Access, Oracle8i), Building Packages (like Student Information System, Library Information System, Railway Reservation System, Inventory Control System etc.)

UNIT-V:
Fundamentals of Graphics; Monitoring Mouse activity; File System Controls and File System Object, Communicating with other Windows Applications VB Script, Programming to Internet.
TEXT BOOKS:

REFERENCES

WEB SOURCES
1. www.startwright.com/virtual.htm
2. www.lamp.infosys.deakin.edu.au
3. www.mbsportal.bl.uk
4. www.ibm.com
5. www.infoworld.com

ILLUSTRATIVE EXERCISE:
1. Design of form for Student admission
2. Design of online test using visual basic (Ten Questions).
3. Design a visual basic system for pay roll application for any manufacturing company
4. Design an online train ticket reservation system using visual basic
5. Design a visual basic system for departmental store bill printing for a customer.