PONDICHERRY UNIVERSITY
SCHOOL OF MANAGEMENT
DEPARTMENT OF MANAGEMENT STUDIES

MBA Course Structure

(Passed by BOS for 2011-2012 and onwards)
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# MBA COURSE STRUCTURE

## SEMESTER – I

<table>
<thead>
<tr>
<th>Subject</th>
<th>Credit</th>
<th>Marks</th>
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<tbody>
<tr>
<td>Management Processes</td>
<td>3</td>
<td>100</td>
</tr>
<tr>
<td>Organisational Behaviour</td>
<td>3</td>
<td>100</td>
</tr>
<tr>
<td>Managerial Economics</td>
<td>3</td>
<td>100</td>
</tr>
<tr>
<td>Accounting for Managers</td>
<td>3</td>
<td>100</td>
</tr>
<tr>
<td>Statistics &amp; Research Methodology</td>
<td>3</td>
<td>100</td>
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<tr>
<td>Business Environment</td>
<td>3</td>
<td>100</td>
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<tr>
<td>Communication skills workshop</td>
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<td>Systems skills workshop</td>
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<tr>
<td>Comprehensive Viva-Voce</td>
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<tr>
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## SEMESTER – II

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<th>Subject</th>
<th>Credit</th>
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<tbody>
<tr>
<td>Project Management</td>
<td>3</td>
<td>100</td>
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<tr>
<td>Financial Management</td>
<td>3</td>
<td>100</td>
</tr>
<tr>
<td>Operations Research</td>
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<td>100</td>
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<tr>
<td>Business Law</td>
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<tr>
<td>Marketing Management</td>
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<td>100</td>
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<tr>
<td>Operations Management</td>
<td>3</td>
<td>100</td>
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<tr>
<td>Human Resources Management</td>
<td>3</td>
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<tr>
<td>Management Information Systems</td>
<td>3</td>
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<td>Comprehensive Viva-Voce</td>
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<td>26</td>
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## SEMESTER – III

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<th>Subject</th>
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<tr>
<td>Strategic Management</td>
<td>3</td>
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<tr>
<td>Business Ethics &amp; Corporate Governance</td>
<td>3</td>
<td>100</td>
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<tr>
<td>Quality Management</td>
<td>3</td>
<td>100</td>
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<tr>
<td>Management Control Systems</td>
<td>3</td>
<td>100</td>
</tr>
<tr>
<td>Functional Electives (4)</td>
<td>12</td>
<td>400</td>
</tr>
<tr>
<td>Project Work (10 Weeks)</td>
<td>5</td>
<td>200</td>
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<tr>
<td>Comprehensive Viva-Voce</td>
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<tr>
<td>Total</td>
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<td>1000</td>
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## SEMESTER – IV

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<tr>
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<tbody>
<tr>
<td>Public Systems Management</td>
<td>3</td>
<td>100</td>
</tr>
<tr>
<td>Functional Electives (4)</td>
<td>12</td>
<td>400</td>
</tr>
<tr>
<td>Project Work (10 Weeks)</td>
<td>5</td>
<td>200</td>
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<tr>
<td>Comprehensive Viva-Voce</td>
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<td>50</td>
</tr>
<tr>
<td>Total</td>
<td>22</td>
<td>750</td>
</tr>
</tbody>
</table>

- Total Number of Credits: 102
- Total marks: 3,350
- Total Number of theory paper: 27
- Total Number of Skills development workshop: 2
- Total Number of Comprehensive Viva: 4
- Number of projects: 2
1. Duration of the Course: 2 Years

For the M.B.A. Programme Offered on the University Department:

1. **Examinations:** End semester examinations only under CBCS Scheme comprising of external question paper setting and double evaluation by the course teacher and an external examiner for each subject excepting in work-shop based subjects; in the workshop-based subjects the assessment is continuous and internal. If the difference between the two valuations is more than 15%, the script will be evaluated by a third subject expert from the University and the mark awarded by that expert will be the final.

2. **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.**

3. **Guidelines for awarding mark for project works:**

   **Summer Project:**
   
   Marks for Project awarded by the Guide: 100 Marks
   Marks for Project Viva awarded by the Guide & Co-examiner: 50 Marks
   [The co-examiner is one of the faculty members of the department]

   **IV Semester Project:**
   
   Marks for Project awarded by Guide: 150 Marks
   Marks for Project Viva awarded by External Expert: 50 Marks

4. **Passing Requirement:** The student should have a minimum of 50% 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.

5. **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
- 10 marks – maximum 200 words
- 20 marks – maximum 300 words

6. **Maximum number of years permitted after completion of Semester IV to write arrear subjects:**

   a) Two years under the new regulation which will come into effect from July 2011

   b) **Old Regulation Students:** who have arrears for many years after completing the programme, that is after 2 year of stay (A cut-off date to permit them to write arrear subjects)

      i) Batches completed on or before April 2008 should pass all the subjects on or before April 2010

      ii) Batch admitted during July 2009 should pass all the subjects on or before April 2013

      iii) Batch admitted during July 2010 should pass all the subjects on or before May / June 2014 as the case may be depending upon the announcement of the results

7. **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).
For the M.B.A. 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:

Summer Project:

| Marks for Report awarded by the Guide: | 100 Marks |
| Marks for Project Viva awarded by the External expert | 50 Marks |

IV Semester Project:

| Marks for the Report awarded by the Guide: | 150 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 for Semester IV project, 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
10 marks – maximum 200 words
20 marks – maximum 300 words

5. Maximum number of years permitted after completion of Semester IV to write arrear subjects:

a) Two years under the new regulation which will come into effect from July 2011.

b) Old Regulation Students: who have arrears for many years after completing the programme, that is after 2 year of stay (A cut-off date to permit them to write arrear subjects)

i) Batches completed on or before April 2008 should pass all the subjects on or before April 2010

ii) Batch admitted during July 2009 should pass all the subjects on or before April 2013

iii) Batch admitted during July 2010 should pass all the subjects on or before April 2014

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

## LIST OF CORE PAPERS

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<td>MBA(5102)</td>
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<tr>
<td>MANAGERIAL ECONOMICS</td>
<td>MBA(5103)</td>
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<tr>
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<td>MBA(5104)</td>
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<tr>
<td>STATISTICS &amp; RESEARCH METHODOLOGY</td>
<td>MBA(5105)</td>
</tr>
<tr>
<td>BUSINESS ENVIRONMENT</td>
<td>MBA(5106)</td>
</tr>
<tr>
<td>COMMUNICATION SKILLS WORKSHOP</td>
<td>MBA(5107)</td>
</tr>
<tr>
<td>SYSTEMS SKILLS WORKSHOP</td>
<td>MBA(5108)</td>
</tr>
<tr>
<td>COMPREHENSIVE VIVA-VOCE</td>
<td>MBA(5109)</td>
</tr>
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</table>
MANAGEMENT PROCESSES

OBJECTIVES:
- Providing conceptual understanding of management concepts
- Familiarising 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 behavior 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 Behaviour

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/
www.mtbi.com
www.humanmetrics.com
www.quickmba.com
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

OBJECTIVE:
- This course is intended to provide a basic foundation on the principles of managerial economics and to demonstrate the application of economic theory to business decisions.

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

UNIT-I

UNIT-II

UNIT-III

UNIT-IV

UNIT-V

TEXT BOOKS:
2. Varshnavy and Maheashwary, MANAGERIAL ECONOMICS, Sultan and Chand, New Delhi.
REFERENCES

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:
The Internal mark is awarded based on the components.
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) Class Room 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. Brain storming session on Emerging Trends in Accounting – 5 marks
STATISTICS AND RESEARCH METHODOLOGY

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 introduce the Statistical Tools of Data Analysis and
- To enable them to conduct a Group Research Study and prepare the report.

METHODOLOGY

The methodology is predominantly by Problem Solving, 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-I


UNIT-II

Types of Scale, Scales for Stimuli – Thurstone’s Case-V Scale model, Osgood’s Semantic differential scale, Scaling Respondents- Likert scale, Q-sort scale. Sampling Methods – probability sampling methods (Simple random sampling with and without replacement, Cluster sampling, stratified sampling), Non-probability sampling methods- convenience sampling, judgment sampling, quota sampling, snowball sampling. Basic statistical measures- mean, median, mode, standard deviation, co-efficient of variation

Probability- definition, Approaches to probability, Conditional probability, Probability distributions- Binomial; Poisson; Uniform; Exponential; Normal.

UNIT-III

Point and Interval Estimates of Means and Proportions; Testing of Hypothesis – One sample and Two Samples Z & t tests for means and variances, Chi-Square Test- for testing independence of categorized data; goodness of fitness test, Time series analysis. Non-parametric tests – one sample sign test, Kolmogorov-Smirnov test, run test, two sample sign test, two sample median test, Mann-Whitney U test

UNIT-IV

Multivariate analysis- Correlation coefficient for ungrouped data; grouped data, rank correlation, auto-correlation, Multiple regression.
ANOVA – Completely Randomized Design, Randomized Complete Block Design, Latin Square Design, Factorial Design.
Introduction to Discriminate Analysis, Cluster Analysis, Factor Analysis and Conjoint Analysis.

UNIT-V

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

REFERENCES:
3. Hair, Andersen, Black and Tatham, Multivariate Data Analysis, Pearson India Ltd, New Delhi, 2008 (7th edition)
4. Festinger. L & D. Katz: RESEARCH METHODS IN BEHAVIOURAL SCIENCE.

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.statutorial.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

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

OBJECTIVES:
• To acquaint students with the issues of domestic and global environment in which business has to operate.
• Provide an understanding of the role of business in society.
• To relate the Impact of Environment on Business in an integrative manner.
• To enable students read, research and discuss the issues through written papers, presentations and role plays in class seminars.

METHODOLOGY:
Lectures, Case Studies and Field works

UNIT-I
• The global transformation of organizations and Economic systems.
• Social, political and economic consequences of globalization.
• Economic Systems – Capitalism, Socialism, Communism and Mixed-Economic System.
• Geopolitics, trade blocs.
• Business and Society in India.

UNIT-II
• Management Structure - Family Management to Professionalism.
• Economic & Business Development and Environmental Issues.
• Special Economic Zone, Outsourcing.
• Sustainable development.

UNIT-III
• Liberalization, Privatization, Globalisation, Competition and an overview of WTO.
• International Relations - MNCS - Foreign Capital and Collaboration.
• The Capital Market Scenario.
• Natural Resources and Economic Development - Land, Forest, Water, Minerals.

UNIT-IV
• Infrastructure:

UNIT-V
• Global Challenges.
• Global Trends in Business and Management.
• Trends in Indian Industry.
• Future Perspective of Indian Industry and Management.
FIELD BASED ASSIGNMENT:
Individually, students need to study industry of their choice by visiting few organizations within the chosen industry and present an overview of the industry.

REFERENCES:
A. Text Books:

B. Additional References-Books:

C. Magazines & Other References:
1. Survey of Indian Industry – published every year
3. TV programmes on business and environment
4. Others: Various publications such as reports, surveys, studies on business and management.

D: Web Resources
10. http://www.goidirectory.gov.in
11. http://www.businessdictionary.com

ILLUSTRATIVE EXERCISE:
The Internal mark is awarded based on the components.
COMMUNICATION SKILLS WORKSHOP

No. of Credits: 2

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, non-verbal 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 – proof-reading 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, Web 2.0 based assignments such as related content development, publishing and sharing.
OBJECTIVE:
To introduce the basic concepts of Oracle

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.
  **CURSERS**: Cursers – Exceptions – Explicit Cursers – Implicit Cursers.

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

TEXT BOOKS:

REFERENCES
2. Casteel, Oracle 10g SQL, Cengage Learning India Private Limited, New Delhi, 2008.

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**

<table>
<thead>
<tr>
<th>Title of the Paper</th>
<th>Code</th>
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</tbody>
</table>
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. Classroom 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
6. Network analysis for Projects


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-IV: Developing a project plan: Developing the project network – constructing a project network (Problems) – PERT – CPM – crashing of project network (Problems - Case Study) – resource leveling and resource allocation – how to avoid cost and time overruns – Steps in Project Appraisal Process – 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:
2. Gopalakrishnan P and Ramamoorthy, V.E., Project Management, Macmillan

REFERENCES:
1. Prasanna Chandra, Projects: Planning, Analysis, Selection, Implementation and Review, TMIH.
2. UNIDO SERIES on Project Management.

WEB RESOURCES
1. www.pmi.org
2. www.projectmanagement.com
3. www.mindtools.com
4. www.projectscentre.com

ILLUSTRATED EXERCISES
1. Submission of the drawing of the work breakdown structure for any project (eg. Synapse, Milan, conduct of examination, placement, etc.) – 5 marks
2. B-Plan submission and its presentation by students – 5+5= 10 marks
3. Case Studies dealing with Social Cost Benefit Analysis of Major projects – 5 marks
4. Role plays of major current projects focusing on project issues, submission of script – 5 marks; playing the role – 5 marks
5. Network Analysis of projects and financial evaluation of projects assignment – 5 marks.
FINANCIAL MANAGEMENT

OBJECTIVES:
- To know the various sources of finance.
- To understand the various uses for finance.
- To familiarize oneself with the techniques used in financial management.

METHODOLOGY:
Assignment after completion of each chapter
Class room lectures for all chapters
To solve problem self made with all features will be used
Importance should be given for solving problem

UNIT-I:

UNIT-II:

UNIT-III:

UNIT-IV:

UNIT-V

TEXT BOOKS:

REFERENCES:
WEB RESOURCES:
1. www.reportjunction.com
2. www.investorindia.com
3. www.fma.org
4. www.fmsfindia.org
5. www.financialmanagement.in

ILLUSTRATIVE EXERCISES:

1. Student will be asked to calculate ratio analysis and fund flow statement by downloading the actual financial statement from reportjunction.com
2. Student will be asked to calculate ratio analysis and fund flow statement by using tally software
3. Additional knowledge on latest financial source such as venture capital, GDR, ADR, ECB will be imparted
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.
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-I:

UNIT-II:

UNIT-III:

UNIT-IV:

UNIT-V

TEXT BOOKS:

REFERENCES:

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.
MARKETING MANAGEMENT

OBJECTIVES
- To understand the conceptual foundations of Marketing Management as a functional area of business.
- To understand the application of marketing concepts in making strategic decisions.

METHODOLOGY
The methodology includes, explaining the basics and advanced methodologies for understanding the core concepts of marketing management 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 and theories related to marketing.

UNIT-I

UNIT-II

UNIT-III
MARKETING MIX DECISIONS: Product decisions: Differentiation, Branding, New product decisions - Pricing decisions - Marketing Channel and distribution strategy, sales force management decisions - Marketing Communications: Advertising and sales promotion decisions.

UNIT-IV
Marketing organization - Marketing Control - Marketing Research and the Marketing Information System.

UNIT-V

TEXT BOOK:
1. Kotler and Armstrong, PRINCIPLES OF MARKETING, Pearson Education.
REFERENCES
5. Rachman: MARKETING TODAY
8. Ramesh Kumar: MARKETING NUGGETS

WEB RESOURCES:
1. www.marketingpower.com
2. www.marketingreseach.com
3. www.marketinglinks.com
4. www.target.com
5. www.environcell.com
6. www.aaa.org

MAGAZINES AND JOURNALS:
All marketing area related supplementary and periodicals

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

OBJECTIVES:
- To understand the concepts and techniques of Operations Management.
- To use the above for improving the Operational Productivity of Organisations.

METHODOLOGY
The methodology of this subject includes lectures, application problem solving and case studies.

UNIT-I:

UNIT-II:


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

UNIT-III:

UNIT-IV:

UNIT-V:

TEXT BOOKS:

REFERENCES:
5. S.N. Chary, PRODUCTION AND OPERATIONS MANAGEMENT, Tata McGraw Hill.

WEB RESOURCES:
www.google.com
http://www.informaworld.com/smpp/title~content=t713696255
http://www.tandf.co.uk/journals/titles/00207543.asp
www.scirp.org
http://www.springerlink.com/content/f780526553631475/
www.sciencedirect.com

ILLUSTRATIVE EXERCISE:
The Internal mark is awarded based on the components.
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 modeling 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:
BUILDING RELATIONSHIPS AND FACILITATING LEGISLATIVE FRAMEWORK: Trade Unions – Managing Conflicts – Disciplinary Process- Collective

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.
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 a original case for a MIS project in a government organisation.
2. Develop a original case for a MIS project in a financial organization
3. Develop a original case for a MIS project in a Hospital.
4. Develop a original case for a MIS project in an educational institution.
5. Develop a original case for a MIS project in a company manufacturing any product
6. Develop a original case for a MIS project in a Hotel
7. Develop a original case for a MIS project in retail industry
8. Develop a original case for a MIS project in Telecommunication Industry
SEMESTER III
## SEMESTER III

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<td>BUSINESS ETHICS &amp; CORPORATE GOVERNANCE</td>
<td>MBA(5302)</td>
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<td>QUALITY MANAGEMENT</td>
<td>MBA(5303)</td>
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<td>MANAGEMENT CONTROL SYSTEMS</td>
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</table>
STRATEGIC MANAGEMENT (BUSINESS POLICY)

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 every day 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.
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 FOR COVERING SYLLABUS
Class room lectures, Case studies, Role plays and Term projects


TEXT BOOKS:
2. Bowie Norman, Business Ethics, Prentice Hall.

REFERENCES:
2. Balasubramanian, R., Corporate Governance, IIM Bangalore.

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.
QUALITY MANAGEMENT

OBJECTIVE:
The objective of this course is to cover not only Quality Management concepts, but also to give students an understanding of the tools necessary to solve Quality 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

UNIT: II
UNIT: III

UNIT: IV

UNIT: V

TEXT BOOKS:

REFERENCES:
WEB RESOURCES:
1. www.iso.org
2. www.qcin.org
3. www.asq.org
4. www.qualitymag.com
5. www.qualitymanagementinternational.com

ILLUSTRATIVE EXERCISES:
1. Develop a original case for a Quality Management project in a government organization.
2. Develop a original case for a Quality Management project in a financial organization
3. Develop a original case for a Quality Management project in a Hospital.
4. Develop a original case for a Quality Management project in an educational institution.
5. Develop a original case for a Quality Management project in a company manufacturing any product
6. Develop a original case for a Quality Management project in a Hotel
7. Develop a original case for a Quality Management project in retail industry
8. Develop a original case for a Quality Management project in Telecommunication Industry.
MANAGEMENT CONTROL SYSTEMS

OBJECTIVES:
The main aim of the course is to appraise the students about the concept of Management Control Systems as well as its role in efficient management of public system organizations.

METHODOLOGY
Emphasis will be given for more problems
Strategic part of the syllabus will be discussed by the faculty
The students might have already studied some part of the syllabus which will be handled by the students

UNIT-I: The conceptual foundations of control systems
Meaning, Nature and purpose of control systems – The new paradigms of Management Control Systems, four elements of control, organizational structure, organizational goals, organizational climate, strategic planning – Balancing the four levers of control, balancing the tensions in control systems, six sources of tensions in control systems, opportunities and limitations of the span of control, key control variables, delegation and decentralization, mutual supportive management systems.

UNIT-II: The traditional instruments of control in organizations
External audit, internal controls, internal audit, role of financial controllers, multiple roles of an auditor, management control process, budgetary control, flexible budget, zero base budget, performance budgeting, master budget, analysis of variance, accounting aspect of control, management audit, marketing and distribution control, different types of audit.

UNIT-III: Accountability in organizations
Dual focus and accountability, differentiate between product costing and accountability, the concept of responsibility centre, management control structure, responsibility accounting, cost centre, profit centre, investment centre, ABC costing, transfer prices, CVP analysis, process control.

UNIT-IV: The new dimensions of control with strategies
Behavioural aspect of management control, motivations, morale, participative management, learning curves, HR accounting, knowledge management control, management control with reference to risk management, differentiated controls for different situations, measuring performance to match strategy, balanced score cards.

UNIT-V: Management Control in Specialized organizations
Sectoral applications, controlling the financial sector, the banking sector, the balance sheet concept, the concept of schedule of advances, the use of ABC costing standard, insurance, system of insurance accounts, non-profit organizations, legal environment of non-profit organization, public service organizations, public utility accounts, holding company accounts, government and co-operative business, control in projects, the twelve step process of designing controlling system.
TEXT BOOKS:

REFERENCES:
1. Antony R. N. and Govindarajan V “Management Control Systems”
2. Saxena V.K and Vashist C.D., Management Accounting Decision Making., Sultan Chand & Sons
4. Emmanuel “Accounting for Management Control”

WEB RESOURCES
1. www.kmmagazine.com
2. www.balancedscorecard.org
3. www.icmrindia.org/casestudies/catalogue/.../HROB031.htm
4. www.referenceforbusiness.com
5. www.ngosindia.com

ILLUSTRATIVE EXERCISE:
The students should solve problems based on latest reports
Some latest concepts such as EVA, CAMEL, CAERO models will be discussed.
SEMESTER IV
## SEMESTER IV

### LIST OF CORE PAPERS

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<td>WINTER PROJECT</td>
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PUBLIC SYSTEMS MANAGEMENT

OBJECTIVES
• To know the various components of Public Systems and the utility.
• To understand the diverse administrative issues in Public Systems.
• To diagnose the ills of Public Systems and their Management, the causes, and the corrective actions.
• To evaluate the current developments in the Public Systems Management.

METHODOLOGY:
Lectures, Case Studies and Field works

UNIT-I
Overview: - Meaning, Components, Types, Significance, Ideological issues.

UNIT-II
Public Administration: Constitutional provisions
Administrative Systems and Civil Services
Public Policy Formation, Implementation and Evaluation.
Centre – State Relations, Regional Disputes.

UNIT-III
Public Enterprises: Kinds, Classification, Issues, Corrective action.

UNIT-IV

UNIT-V
Current Developments: Deregulation - Privatization - Global Trends - Approaches to Productivity in Public Systems Management

FIELD BASED ASSIGNMENT:
Students need to select one of the public systems and study the functioning of the same relating to its relevance, present need of the users of the public system, and recommend the improvement to professionalise the functioning of the selected public system.

REFERENCES:
A. Text Books:
1. Ramesh K. Arora & Rajni Goyal, Wishwa, Indian Public Administration, Prakashan Publisher
2. Hoshiar Singh, Indian Administration, Kitab Mahal Publishers, Allahabad
B. Reference Books:
1. Laxmi Narain Public Enterprise Management, S.Chand Publishers, New Delhi, India
2. Rules and Procedure & Conduct of Business in Lok Sabha, Lok Sabha Secretariat, New Delhi
3. Motions and Resolutions in Parliament, Lok Sabha Secretariat, New Delhi
5. Durga Das Basu, Constitution of India
6. Dr. S.S. Gadkari, New Public Management, Himalaya Publishing House
7. Others books on Private-Public Partnership, Indian Constitution, Public Administration, Policy Making in democratic nations etc.

C. Magazines:
1. Economic and Political Weekly
2. The Economist
3. The week

D. Journals:
1. Journals on social sciences, Political Science, Public Administration, Sustainable Development etc.

E. Newspapers:
1. The Hindu
2. Indian Express
3. Economic Times, Business standard etc.

F. Web Resources:
1. http://ase.tufts.edu/gdae/
7. http://planningcommission.nic.in/
8. http://planningcommission.nic.in/plans/planrel/fiveyr/welcome.html - details about five year plans
11. http://www.eaue.de/winuwd/186.htm
13. http://www.goidirectory.nic.in
14. http://www.goidirectory.nic.in/exe.htm#min
17. http://www.oecd.org
ILLUSTRATIVE EXERCISE:
The Internal mark is awarded based on the components.
ELECTIVES
(SEMESTER III
AND
SEMESTER IV)
# LIST OF ELECTIVES
## (SEMESTER III AND SEMESTER IV)

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### FINANCE

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# HUMAN RESOURCE MANAGEMENT

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# OPERATIONS

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# SYSTEMS

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<td>OBJECT-ORIENTED PROGRAMMING WITH C++</td>
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# GENERAL

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<tr>
<td>ENTREPRENURSHIP DEVELOPMENT</td>
<td>MBA(5G03)</td>
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</tbody>
</table>
BRAND MANAGEMENT

OBJECTIVES:
- To help the learner appreciate the use of branding as a key differentiator
- To introduce the concepts of branding and various branding decisions
- To understand the changes in branding brought out by changes such as the Internet and Social Media in the marketing environment

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 Branding concepts
Concepts: Brand, brand equity, brand value, brand awareness and Brand loyalty, Brand identity system – identity perspectives, identity traps, identity structure (core and extended identities), providing value proposition (function, emotional and self-expressive benefits); Managing multiple brand identities – Brand identity planning model

UNIT-II Brand strategy decisions
Brand architecture – brand portfolio, portfolio roles, portfolio graphics, portfolio structure and product-market context roles, Brand architecture audit, Managing Brand Systems – objectives, brand hierarchies, brand roles, Brand leveraging – line extension, vertical brand stretch, co-branding and brand extension – horizontal and vertical brand extensions; Brand Systems Audit

UNIT-III Brand personality
Creating brand personality – drivers of brand personality – measuring brand personality using brand personality scale (BPS), Creating equity through personality - self-expression model, relationship basis model and functional benefit representational model, Brand associations – measurement of brand associations, scaling brand perceptions; selecting, creating and maintaining associations, Brand revitalizing

UNIT-IV Measuring brand equity
Measures – The Brand Equity Ten (loyalty measures, perceived quality and leadership measures, associations/differentiation measures, awareness measures and market behaviour measures); Brand value based upon future earnings

UNIT-V Borderless branding
Brand building on the web, brand-building web sites (e-branding), online vs. offline brand building
Global branding strategies – global brand planning process, creating cross-country synergy

TEXT BOOKS:
1. Aaker, Building strong brands, The Free Press
2. Keller, Strategic brand management, Prentice-Hall
REFERENCES:
1. Aaker and Joachimsthaler, Brand leadership, The Free Press
2. Sengupta, Brand positioning, Tata McGraw-Hill

WEB RESOURCES:
1. www.Brandweek.com
3. www.emorymi.com (Emory Institute of Marketing)
4. www.afaqs.com

ILLUSTRATIVE EXERCISE:
The Internal mark is awarded based on components such as quizzes, term papers on contemporary issues in branding and analysis and discussion of cases on branding.
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:
3. Bennet and Kassarjian: CONSUMER BEHAVIOUR, Prentice Hall of India

WEB RESOURCES:
1. www.iste.co.uk/index.php%3Fp%3Da%26AC
2. www.icmrindia.org/casestudies/Case_St...
3. www.researchandmarkets.com/reportinfo...
4. www.management-hub.com/marketing-cons
5. videos.najah.edu/sites/default/files/...

MAGAZINES AND JOURNALS:
All marketing area related supplementary and periodicals

ILLUSTRATIVE EXERCISE:
The Internal mark is awarded based on the components.
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:
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.
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.
11. Pran Nath Chowdhury: SUCCESSFUL SALES PROMOTION.

WEB RESOURCES:
1. www.advertisingage.com
2. www.Internetretailer.com
3. www.promomaganine.com
4. www.businessweek.com
5. www.addage.com
6. www.ama.org
7. www.emarketer.com

MAGAZINES AND JOURNALS:
All marketing area related supplementary and periodicals

ILLUSTRATIVE EXERCISE:
The Internal mark is awarded based on the components.
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:
1. To enable the learner to rethink marketing in a connected world
2. To learn how to sense, create, deliver and sustain value in an online environment
3. To understand the marketing requirements of Brick-and-Clicks and Pure-click businesses
4. To learn to optimize the use of the Internet as a marketing platform

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: A framework for internet marketing
Commercial beginnings of the Web – Internet Business models – marketing in a connected world – Internet as a marketing platform: opportunities and challenges – benefits of and barriers to Internet marketing – market opportunity analysis – delivering customer value.

UNIT-II: Strategic Internet marketing

UNIT-III: Internet market intelligence and user behaviour
Internet demographics: On-line user behaviour and characteristics – navigation behaviour (click-o-graphics) – Market research on the internet, Web tracking audits and demand forecasting Trends in internet marketing – contextual marketing, social commerce

UNIT-IV: Internet marketing mix
Pricing on the internet – the economics of pricing, pricing process, dynamic pricing and pricing strategies
Internet as distribution channel – disintermediation and re-mediation – the role of Internet intermediaries – Creating and Managing Online Partnerships: Affiliate marketing
Online advertising: models and types, On-line promotion: direct marketing, viral marketing, developing campaigns, eCRM, Search Engine Marketing

UNIT-V: Special Issues in Internet marketing
The design of the customer experience (web design issues relevant to marketing) – managing eService encounters and online customer experience
Internet communities and marketing: the creation and transfer of value within communities
Legal, security and ethical issues in internet marketing
TEXT BOOKS:

REFERENCES:
1. Vassos: Strategic Internet Marketing – Practical e-commerce and branding tactics, Que Books

WEB RESOURCES:
3. http://blog.hubspot.com/ (Internet marketing blog)

ILLUSTRATIVE EXERCISE:
The Internal mark is awarded based on the components such as developing an internet marketing plan, analysis and discussion of internet marketing case studies and quizzes.
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
Analyzing 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.afsaef.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 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.statstutorials.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

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 & Vasanthis Venugopal: SERVICES MARKETING

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.
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.
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:
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 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

UNIT-II

UNIT –III

UNIT – IV

UNIT - V

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

REFERENCES:
1. Basu: INDUSTRIAL FINANCING IN INDIA.
2. S.M. Sukla: ADVANCED ACCOUNTANCY
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.
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

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 Policy- Depreciation and Other Allowances- New Industrial Undertakings and Tax Relieves- Personal Compensation Plan.

TEXT BOOKS:
2. Mehrotra and Goyal, INCOME TAX LAW AND PRACTICE, Sahitya Bhawan, Agra.

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.
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
COSTING METHODS: Unit- Job- Batch- Contract- Process- Joint Product- Byproduct- Operating Cost Reconciliation- Practical Problems

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.ht

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

1. Lectures shall be delivered on the theory aspects of the paper.
2. Students shall be made to submit assignments about the various issues related to exports and the institutional support available for promotion of exports.
3. 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. Adoption; 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 fairs and exhibitions. Branding 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

3. John E Ray, Managing Official Exports, Publisher: Peterson Institute

REFERENCES
1. RBI Annual Report and bulletins published by the RBI.
2. 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

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

WEB SOURCES
1. www.ibef.org/industry/financialservices.aspx
2. www.capgemini.com › Services & Solutions ›
3. www.financialservices.biz.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.
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.Infrastructure Development and Financing,Delhi,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 asked to watch forex rates closely

UNIT-I:

UNIT-II:
Currency Derivatives: Currency Futures, Currency Options.

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
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

OBJECTIVES:
1) To have understanding on investment and avenues of investment
2) To have exposure on functioning of capital market
3) To understand various theories of portfolio management

METHODOLOGY
Class room discussion for all the units
Latest information about market movements, Emphasis will be given for problems and latest information

UNIT-I:

UNIT-II:

UNIT-III:

UNIT-IV:

UNIT-V:

TEXT BOOKS:

REFERENCES:
1. Prasanna Chandra, MANAGING INVESTMENTS, Tata McGraw Hill.

WEB RESOURCES :
1. www.bseindia.com
2. www.nseindia.com
3. www.indiaipo.com
4. www.capitalmarket.com
5. www.equitymaster.com
6. www.indiaipo.com
7. www.indiainfoline.com
8. www.myiris.com

ILLUSTRATIVE EXERCISE:
The students will be asked to watch price trends closely. They will be asked to draw trend line by taking actual price. They have to predict future price using RSI, ROC, Bollinger band and Moving average.
They have to identify good public issue and they have to apply for it.
They have to bring stories about various scam.
They need to know the features of not only Indian Stock exchanges but also foreign exchanges.
They have to visit office of stock broker.
Some will be asked to do some mini projects.
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
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:
2. Richard Thrope & Gill Homen: STRATEGIC REWARD SYSTEMS- Prentice-Hall.

REFERENCES:
WEB RESOURCES:

ILLUSTRATIVE EXERCISE
Each student choose 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 learn about developing international and global strategies
- 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 stake-holders [managers, employees, share holders, suppliers, customers and others] – An Analytical frame work.

UNIT II
Culture and Global Management: Global Business Scenario and Role of Culture – A Frame work 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:
Geert Hofstede, ‘Cultures consequences” (2nd ed) thousand oaks, CA; sage publications 2001
Heracleous.L and Devoge, S., “Bridging the gap the of relevance: Strategic management and organizational development, Long Range planning, 1998

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 there of in the areas such as Commitment, Quality, and Stress Free orientation.

TEXT BOOKS:
1. International Human Resource Management-Peter Dowling and Denice Welch.
2. Global HR-Doona Deeprose

REFERENCES:
1. Sanjeev Kumar Singh, Global HR Practices and Challenges
2. Avadhani, Global Business-

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.
HRIS [Human Resource Information System]

OBJECTIVES
- To understand the concept of Human Resource Information Systems (HRIS).
- To know the ways of applying HRIS in organization
- To gain knowledge on the application of HRIS in organizations.

METHODOLOGY
HRIS being a cross-disciplinary course, students are expected to attain competency in understanding and practicing both HR and IT/IS and this requires attending all lectures and workshops. The lectures provide theoretical underpinning while the workshops hone students’ skills in utilising an automated HRIS. It is essential that students gain these skills in order to complete the theoretical and technical based assessment pieces. We hope to rope in a practicing HRIS professional to dwell deeper on the systems, processes and technologies active in the realm of HRIS.

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 BOOKS:

REFERENCES:
7. Managing and Measuring Employee Performance – Understanding Practice “Elizabeth HOULDSWORTH, Dilum JIRASINGHE”, Kogan Page

WEB RESOURCES:
2. http://www.hr.arizona.edu/HRadmin/HRprofs/index.php

ILLUSTRATIVE EXERCISE:
- Mini-research assignments / projects
- Interviews with industry professionals on the growth of HRIS as a practice area
- Discussions and presentations within the classroom on the concepts, designs and future of HRIS

The Internal mark is awarded based on the components and displayed in the notice board before the commencement of the semester-end examinations.
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:
2. The knowledge management tool kit, Amrit Tiwara-Pearson.
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 MANAGEMENT

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 – IR and Productivity – Technology and IR – Effective Communication Systems and IR Management – Indian Culture & IR.

UNIT-II:

UNIT-III:
Employee Counseling – Types, Methods, Content, Problems, Consultative Bodies (Bipartite, Tripartite) and IR Strategies – A Discussion – Worker Development & Worker participation.

UNIT-IV:

UNIT-V:
Labor Administration – ILO, ILC and Indian Constitutional Provisions in Relation to Labor Administration – Central Machinery of Labor Administration – Labor Administration at the State, District and Local Levels. Contemporary Trends and Future of Industrial Relations in India.

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.

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.icfli.org

ILLUSTRATIVE EXERCISE
Each student choose an organization-interview HR managers- Trade Union leaders – prepare a report
LABOUR LEGISLATION AND ADMINISTRATION

OBJECTIVES
- To enable the students to familiarize the legal framework governing the human resource within which the industries function
- To make the students understand the importance and ideology of legal structure prevailing in India
- To make the students understand the existing legal system so that the HR students are able to perform well in the organization

METHODOLOGY:
Theories and core concepts will be learnt through lectures, case discussions and live case laws.

UNIT I

UNIT II

UNIT III

UNIT IV

UNIT V
Pros and cons of legal system – issues involved in implementing legal framework, Benefits to employees and employers – case studies.

TEXT BOOKS:
1. Mercantile law – N.D. Kappor – S.Chand and Sons

REFERENCES:
2. Bare acts
WEB RESOURCES:

1. http://www.labour.nic.in/
2. http://hr.blr.com/

ILLUSTRATIVE EXERCISE
Each student prepare atleast 3 cases for each of the act they study and a consolidated report is made at the end.
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:

UNIT-IV:

UNIT-V:

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 – Pre-requisites 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:
Framework 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 framework 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.
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.
ADVANCED MATERIALS MANAGEMENT

OBJECTIVES:
- Since parts of this subject have already been taught in an earlier Semester, this Advances 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.

METHODOLOGY
The methodology of this subject includes lectures, application problem solving and case studies.

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

UNIT-II:

UNIT-III:
Q-Based Inventory System – P-Based Inventory System – S-S based Inventory System – Practical Inventory Models – Inventory Valuation.

UNIT-IV:

UNIT-V:

TEXT BOOKS:
1. Gopalakrishnan, P & Sundaresan, M: MATERIALS MANAGEMENT – AN INTEGRATED APPROACH; Prentice Hall of Indian Private Ltd.

REFERENCES:
1. Ammer, D.S, MATERIALS MANAGEMENT; Irwin.

WEB RESOURCES:
1. www.google.com
2. http://www.informaworld.com/smpp/title~content=t713696255
4. www.scirp.org
5. http://www.springerlink.com/content/f780526553631475/
6. www.sciencedirect.com

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

METHODOLOGY
The methodology of this subject includes lectures, application problem solving and case studies.

UNIT-I:

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

UNIT-III:

UNIT-IV:

UNIT-V:
TEXT BOOKS:
1. Panneerselvam, R., PRODUCTION AND OPERATIONS MANAGEMENT, PHI Learning Pvt. Ltd., New Delhi, 2005

REFERENCES:

WEB RESOURCES:
1. www.google.com
2. http://www.informaworld.com/smpp/title~content=t713696255
4. www.scirp.org
5. http://www.springerlink.com/content/f780526553631475/
6. www.sciencedirect.com

ILLUSTRATIVE EXERCISE:
The Internal mark is awarded based on the components.
COMPUTER SIMULATION

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

METHODOLOGY
The methodology of this subject includes lectures, application problem solving and case studies.

UNIT-I: INTRODUCTION
Concept of systems – Concept of Simulation – Types of simulation – Simulation as a decision making tool – Monte Carlo Simulation – Types of Models, Steps of Modelling, Need for Simulation, Advantages of Simulation.

UNIT-II: RANDOM NUMBERS
Method of generating Pseudo random numbers, Continuous probability distributions, Discrete probability distributions – Characteristics of random numbers – Statistical Tests to test the randomness of random numbers.

UNIT-III: DESIGN OF SIMULATION EXPERIMENTS

UNIT-IV: DISCRETE SIMULATION LANGUAGES
Introduction to simulation languages, Comparison of simulation languages, Study of GPSS

UNIT-V: CASE STUDIES
Development of simulation model using GPSS for systems like: Queueing Production, Inventory, Maintenance, etc.

TEXT BOOKS:

REFERENCES:
1. T.H. Naylor, et.al., COMPUTER SIMULATION TECHNIQUES John Wiley
2. G. Gordon, System Simulation, Prentice-Hall
4. Michale Pid, COMPUTER SIMULATION IN MANAGEMENT SCIENCE, John Wiley.

WEB SOURCES
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.
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-defintions, the role of marketing in high-tech markets-misconceptions, marketing management functions, the marketing process-characteristics, marketing managers –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-strategy 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:
1. Dariush Rafinejad 2006. Innovation, Product Development and
   Commercialization-case studies and key practices for market leadership, -
   Cengage Learning India Private Limited , New Delhi 110092.
   Pearson Publication, New Delhi 110 017.

REFERENCES:
1. Kahn, K.B., Ed. PDMA Handbook of New Product Development, New York:
   John Wiley & Sons; 2005.

WEB RESOURCES:
1. www.productinnovationeducators.com
2. www.innovationtools.com
3. www.prod-dev.com
4. www.innovation-point.com
5. www.tnsglobal.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
2. www.poms.org
3. www.ebay.com
4. www.sixsigma.in
5. www.ibid.informindia.co.in

ILLUSTRATIVE EXERCISES:
1. Develop a original case for a Service Operations Management Project in a government organisation.
2. Develop a original case for a Service Operations Management Project in a financial organization.
3. Develop a original case for a Service Operations Management Project in a Hospital.
4. Develop a original case for a Service Operations Management Project in an educational institution.
5. Develop a original case for a Service Operations Management Project in Tourism.
6. Develop a original case for a Service Operations Management Project in a Hotel.
7. Develop a original case for a Service Operations Management Project in retail industry.
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
3. Study of supply chain practices of fresh vegetables 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 students 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](http://www.iso.org)
2. [www.qcin.org](http://www.qcin.org)
3. [www.asq.org](http://www.asq.org)
4. [www.qualitymag.com](http://www.qualitymag.com)
5. [www.qualitymanagementinternational.com](http://www.qualitymanagementinternational.com)

ILLUSTRATIVE EXERCISES
1. Develop a original case for a Total Quality Management project in a government organization.
2. Develop a original case for a Total Quality Management project in a financial organization
3. Develop a original case for a Total Quality Management project in a Hospital.
4. Develop a original case for a Total Quality Management project in an educational institution.
5. Develop a original case for a Total Quality Management project in a company manufacturing any product
BUSINESS INTELLIGENCE AND DATA MINING

OBJECTIVES:
- To train the students in business decision making, which warrants knowledge of business intelligence and data mining.
- To train the students for model building and required algorismic skills.

METHODOLOGY:
Lectures, mini-projects, case studies, tutorials using Open Source software

Unit – I
BI – Definition – Concepts – Need – basic principles of Business Intelligence, development in BI area, position in IS/ICT architecture, links to other applications, BI application areas, specification of these areas, BI in the company management, effects of BI applications, database environment, BI tasks management, effect and critical success factors of BI, planning and analysis design and modeling – principles of dimensional modeling, relationship between measures and relevant dimensions, physical design and modeling, data quality management, data granularity problems management, Business Analytics and Data Visualization.

Unit – II
OLAP and Data Warehouses – core OLAP (On Line Analytical Processing) technologies, demonstration of principles on examples, Server applications solution, basic principles of MS Analysis Services, functions and options – Client applications solution, ProClarity, MS Office – Excel, Access, export of OLAP cube – off-line solution, query tools in multidimensional databases
Data warehouse in MS SQL 2005 – principles, architecture, components, management basics.

Unit – III
Data Mining – core principles and application options, relations to BI and other applications, relationship between CRM and BI – Customer Intelligence – Text Mining – Web Mining – Introduction to Weka.

Unit – IV
BI and DM Software – BI implementation principles, data pumps, ETL – principle, documentation in MS – DTS, ActiveX script, data pumps parameters and logging, BI market segment, BI trends, BI product examples – MS SQL Server, Oracle – Business Performance Management
Algorithms – Statistical Modeling, Divide and Conquer, Covering algorithms, Mining association rules, linear models, Instance based learning, Clustering

Unit – V
Applying BI to solve business problems, Iterating the BI meta-model, Discovering possibilities, Connecting processes, Defining business requirements, modeling the dimensional business process, constructing the data warehouse, evaluating business
analytic tools, leveraging performance measurement tools, Organizing a BI Consistency Center
Case Studies on Banking, Supply Chain Management, Customer Relationship Management, Human Resource Management etc.

TEXT BOOKS:

REFERENCES:
2. Efraim Turban, Ramesh Sharda and Dursun Delen, Decision Support and Business Intelligence Systems, Pearson, 2010
4. Swan Scheps, Business Intelligence For Dummies, Wiley Publishing, Inc., NJ

WEB RESOURCES

ILLUSTRATIVE EXERCISE:
The Internal mark is awarded based on the components.
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 a E-Commerce project in a financial organization
2. Develop an original case for a E-Commerce project in a company manufacturing any product
3. Develop an original case for a E-Commerce project in retail industry
4. Develop an original case for a E-Commerce project in Telecommunication Industry
5. Develop an original case for a E-Commerce project in B2C application
6. Develop an original case for a E-Commerce project in B2B application
7. Develop an original case for a 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:
Introduction to Object-Oriented Programming(OOP) – Organization of data and
functions in OOP – Concepts in OOP – Objects, Classes, Data Abstraction, Data
Encapsulation, Inheritance, Polymorphism, Dynamic binding, Message Passing –
Benefits of OOP – Application of OOP – Introduction to C++ Programming Language –
Structure of a C++ Program – Keywords, Identifiers, Data types, Operators in C++,
Character strings, Arrays, Functions, Pointers and Structures.

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:
1. Balagurusamy, E.2007 OBJECT-ORIENTED PROGRAMMING WITH C++,
   Learning India Pvt. Ltd, Delhi.

REFERENCES
   Delhi.

**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.
CREATIVITY AND INNOVATION MANAGEMENT

OBJECTIVE:
This course shall enable students to generate, improve, expand and conceptualize ideas; to define situations and needs for new ideas, and develop and familiarize students with processes that manage the generation, adaptation and change of ideas and concepts and their implementation.

METHODOLOGY:
Lectures supplemented with case studies and field based exercises.

After completing this course, students will be able to
- understand the purpose, processes and tools of creativity and innovation;
- discern appropriate strategies for implementing ideas;
- combine and build on the knowledge acquired from other subjects;
- Appreciate the challenges of innovators in today’s ever changing, diverse, and global technological environment.

UNIT – I Introduction
- Definition and Justification of creativity and innovation
- Types of Creativity & Innovation, Barrier to Creativity & Innovation
- Four stages of creativity: Identify the question – Generate answers – Polish outcome - Implement
- Four principle approaches to creativity – Ignore creativity – Recognizing the importance of creativity – Develop creative culture in an organization – Make use of creative techniques in the organizational processes
- Major Theories of Creativity - The Psychoanalytical Theory of Creativity - The Mental Illness Theory of Creativity - Eysenck’s Theory of Psychoticism - The Addiction Theory of Creativity - The Humanistic Theory of Creativity

UNIT – II Creative Process
- Opportunity recognition, Development, Realization
- Human creativity- stepping stones of analogy – making the strange familiar and the familiar strange – widening the span of relevance – practice serendipity – chances favours only the prepared mind – curiosity – suspension of judgement – toleration of ambiguity.
- Idea generation - Sourcing Ideas, Open versus closed Innovation, collaborative Innovation
- Linking knowledge, creativity and innovation

UNIT – III Organizing for Creativity and Innovation:
- Individual creativity and innovation – Grassroot & Professional Innovations
- Leadership versus Management approach to creativity,
• Creative resources: internal versus external - training for creativity & innovation – Internet – Books - Open innovation.

UNIT – IV Comparison of Creativity with concepts of:
• TQM, Operational Research, Neuro-Linguistic Programming (NLP) – Information Technology & Artificial Intelligence - Kaizen, Quality Circles, Business Process Reengineering, General business skills, Suggestion Box
• SWOT Analysis of creativity

UNIT – V Applications of Creativity and Innovation
• Internalizing creativity in organizational activities through – four aspects of Creativity - The creative product/Service - The creative person - The creative process- The creative environment
• Convergence of creativity across domains
• Recent changes in creativity - Future of Creativity & Innovation

FIELD BASED ASSIGNMENT:
Students need to visit few organizations and select few activities that could be improved upon. How creativity and innovation in various contexts such as different organizations, diverse cultures etc. be introduced to modify the existing service/product and enhance the employee satisfaction as well as employee productivity.

REFERENCES:

A. Text Books:
2. Creativity and Innovation for managers, Brian Clegg, Butterworth-Heinemann, 1999

B. Reference Books:
1. Managing creativity- A practical guide to inventing, developing and producing innovative products, Donna Shirley, 2007,
3. How the Paper Fish Learned to Swim - A Fable About Inspiring Creativity and Bringing New Ideas to Life, JONATHON A. FLAUM, 2007
8. The Five Day Course in Thinking, Edward de Bono, Pelican, 1969
9. Hare Brain and Tortoise Mind, Guy Claxton, Fourth Estate, 1997
10. Lateral Thinking, Edward de Bono, Penguin, 1990
13. Six Action Shoes, Edward de Bono, Fontana, 1993

C. Web References:

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

OBJECTIVES:
- To know the different crisis situation
- Assessing and managing the risk
- To understand crisis impacts

METHODOLOGY
Lectures with case studies, study of earlier crisis and disasters


UNIT – II: WARNING SYSTEMS: Meaning – types of warning system – communication and the crisis manager – image management – media management


UNIT – V: RECOVERY MANAGEMENT: Managing event and impact recovery – recovering from intangible crisis situations – psychology of recovery, evaluation crisis management

TEXT BOOKS:
1. Crisis Management: Planning for the Inevitable by Steven Fink (Jun 19, 2000)
3. Managing Crises Before They Happen: What Every Executive and Manager Needs to Know about Crisis Management by Ian I. Mitroff and Gus Anagnos (Jun 5, 2005)

REFERENCES:
1. ROBERT HEATH : CRISIS MANAGEMENT : Pitman publishing
2. BARTON : CRISIS IN ORGANIZATIONS : South – Western publishers
3. FREEN : REPUTATION RISK MANAGEMENT : Pitman

WEB RESOURCES
1. www.bernsteincrisismanagement.com
2. crisismanagement.com
3. www.adl.org
5. www.tutor2u.net/business/strategy/crisis
ILLUSTRATIVE EXERCISE:
The Internal mark is awarded based on the components.
ENTREPRENEURSHIP DEVELOPMENT

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

UNIT – III

UNIT – IV

UNIT – V

TEXT BOOK:
1. Peter F. Drucker: INNOVATION AND ENTREPRENEURSHIP (Heinemann).

REFERENCES:
4. Ram K. Vepa: HOW TO SUCCEED IN SMALL SCALE INDUSTRY, Vikas.
7. Small Industries Service Institute (SISI), Madras Publication: GUIDELINES TO ENTREPRENEURS FOR STARTING A SMALL SCALE INDUSTRY.

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.