

K.L.N. COLLEGE OF ENGINEERING

Pottapalayam-630612, Sivagangai District

(An Autonomous Institution, Affiliated to Anna University, Chennai)



Estd: 1994

CURRICULA & SYLLABI

I to IV Semesters

CHOICE BASED CREDIT SYSTEM

REGULATIONS 2020

For Post Graduate Program

M.B.A - MASTER OF BUSINESS ADMINISTRATION

(For the students admitted from the academic year 2020-2021 onwards)



K.L.N. COLLEGE OF ENGINEERING, POTTAPALAYAM
(An Autonomous Institution, Affiliated to Anna University, Chennai)



VISION OF THE INSTITUTION

To become a Centre of Excellence in Technical Education and Research in producing Competent and Ethical professionals to the society

MISSION OF THE INSTITUTION

To impart Value and Need based curriculum to the students with enriched skill development in the field of Engineering, Technology, Management and Entrepreneurship and to nurture their character with social concern and to pursue their career in the areas of Research and Industry.

VISION OF THE DEPARTMENT

To become a premier school of Business and Entrepreneurship in making dynamic Management and Entrepreneurial Leaders with transformational skills through Quality Management Education for the development of society.

MISSION OF THE DEPARTMENT

To mould the budding Management Professionals to be more intellectual, ethical, entrepreneurial innovative and competitive in the present and changing business environment



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PROGRAM EDUCATIONAL OBJECTIVES (PEOs)

MBA programme curriculum is designed to prepare the post graduate students

PEO 1: To have a thorough understanding of the core aspects of the business.

PEO 2: To provide the learners with the management tools to identify, analyze and create business opportunities as well as solve business problems.

PEO 3: To prepare them to have a holistic approach towards management functions.

PEO 4: To motivate them for continuous learning.

PEO 5: To inspire and make them practice ethical standards in business

PROGRAM OUTCOMES (POs)

On successful completion of the programme,

1. Ability to apply the business acumen gained in practice.
2. Ability to understand and solve managerial issues.
3. Ability to communicate and negotiate effectively, to achieve organizational and individual goals.
4. Ability to upgrade their professional and managerial skills in their workplace.
5. Ability to explore and reflect about managerial challenges, develop informed managerial decisions in a dynamically unstable environment.
6. Ability to take up challenging assignments.
7. Ability to understand one's own ability to set achievable targets and complete them.
8. Ability to pursue lifelong learning.
9. To have a fulfilling business career.



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REGULATIONS 2020
For Post Graduate Program
MASTER OF BUSINESS ADMINISTRATION
CHOICE BASED CREDIT SYSTEM

CATEGORY OF COURSES

- 1. Professional Core (PC) Courses** include the core courses relevant to the chosen programme of study.
- 2. Professional Elective (PE) Courses** include the elective courses relevant to the chosen programme of study.
- 3. Employability Enhancement Courses (EEC)** include Project Work and/or Internship, Professional Practices, and Industrial/Practical Training.



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REGULATIONS 2020
CHOICE BASED CREDIT SYSTEM
MASTER OF BUSINESS ADMINISTRATION (FULL TIME)
CURRICULA AND SYLLABI
I TO IV SEMESTERS

SEMESTER I

S.No	COURSE CODE	COURSE TITLE	CATEGORY	CONTACT PERIODS	L	T	P	C
THEORY								
1.	20MB101	Economic Analysis for Business	PC	4	4	0	0	4
2.	20MB102	Management Concepts and Organizational Behaviour	PC	4	4	0	0	4
3.	20MB103	Accounting for Management	PC	4	4	0	0	4
4.	20MB104	Legal Aspects of Business	PC	3	3	0	0	3
5.	20MB105	Statistics for Management	PC	4	4	0	0	4
6.	20MB106	Information Management	PC	3	3	0	0	3
PRACTICAL								
7.	20MB1E1	Business Data Analysis - 1	EEC	4	0	0	4	2
TOTAL				26	22	0	4	24

SEMESTER II

S.No	COURSE CODE	COURSE TITLE	CATEGORY	CONTACT PERIODS	L	T	P	C
THEORY								
1.	20MB201	Operations Research for Management	PC	4	4	0	0	4
2.	20MB202	Business Research Methods	PC	3	3	0	0	3
3.	20MB203	Financial Management	PC	4	4	0	0	4
4.	20MB204	Human Resource Management	PC	4	4	0	0	4
5.	20MB205	Operations Management	PC	4	4	0	0	4
6.	20MB206	Marketing Management	PC	4	4	0	0	4
PRACTICAL								
7.	20MB2E1	Business Data Analysis - 2	EEC	4	0	0	4	2
TOTAL				27	23	0	4	25

SEMESTER III

S.No	COURSE CODE	COURSE TITLE	CATEGORY	CONTACT PERIODS	L	T	P	C
THEORY								
1.	20MB301	Strategic Management	PC	4	4	0	0	4
2.	20MB302	Total Quality Management	PC	3	3	0	0	3
3.		Professional Elective I **	PE	3	3	0	0	3
4.		Professional Elective II**	PE	3	3	0	0	3
5.		Professional Elective III**	PE	3	3	0	0	3
6.		Professional Elective IV**	PE	3	3	0	0	3
7.		Professional Elective V**	PE	3	3	0	0	3
8.		Professional Elective VI**	PE	3	3	0	0	3
PRACTICAL								
9.	20MB3E1	Summer Training [#]	EEC	2	0	0	2	1
TOTAL				27	25	0	2	26

SEMESTER IV

S.No	COURSE CODE	COURSE TITLE	CATEGORY	CONTACT PERIODS	L	T	P	C
THEORY								
1.	20MB401	Entrepreneurship Development	PC	3	3	0	0	3
PRACTICAL								
2.	20MB4E1	Managerial skills [#]	EEC	2	0	0	2	1
3.	20MB4E2	Project Work	EEC	24	0	0	24	12
TOTAL				29	3	0	26	16

TOTAL NO. OF CREDITS: 91

**Chosen elective should be from two streams / specializations of management of three papers each.

No end semester examination is required for this course.

PROFESSIONAL CORE (PC)

S.No	COURSE CODE	COURSE TITLE	CATEGORY	CONTACT PERIODS	L	T	P	C
1.	20MB101	Economic Analysis for Business	PC	4	4	0	0	4
2.	20MB102	Management Concepts and Organizational Behavior	PC	4	4	0	0	4
3.	20MB103	Accounting for Management	PC	4	4	0	0	4
4.	20MB104	Legal Aspects of Business	PC	3	3	0	0	3
5.	20MB105	Statistics for Management	PC	4	4	0	0	4
6.	20MB106	Information Management	PC	3	3	0	0	3
7.	20MB201	Operations Research for Management	PC	4	4	0	0	4
8.	20MB202	Business Research Methods	PC	3	3	0	0	3
9.	20MB203	Financial Management	PC	4	4	0	0	4
10.	20MB204	Human Resource Management	PC	4	4	0	0	4
11.	20MB205	Operations Management	PC	4	4	0	0	4
12.	20MB206	Marketing Management	PC	4	4	0	0	4
13.	20MB301	Strategic Management	PC	4	4	0	0	4
14.	20MB302	Total Quality Management	PC	3	3	0	0	3
15.	20MB401	Entrepreneurship Development	PC	3	3	0	0	3

PROFESSIONAL ELECTIVES (PE)

S.No	COURSE CODE	COURSE TITLE	CATEGORY	CONTACT PERIODS	L	T	P	C
Stream / Specialization : Marketing Management								
1.	20MB3M1	Consumer Behavior	PE	3	3	0	0	3
2.	20MB3M2	Customer Relationship Management	PE	3	3	0	0	3
3.	20MB3M3	Integrated Marketing Communication	PE	3	3	0	0	3
4.	20MB3M4	Retail Management	PE	3	3	0	0	3
5.	20MB3M5	Services Marketing	PE	3	3	0	0	3
6.	20MB3M6	Digital Marketing	PE	3	3	0	0	3
7.	20MB3M7	International Marketing	PE	3	3	0	0	3
8.	20MB3M8	Supply Chain Management	PE	3	3	0	0	3
Stream / Specialization : Financial Management								
9.	20MB3F1	Banking Financial Services Management	PE	3	3	0	0	3
10.	20MB3F2	Corporate Finance	PE	3	3	0	0	3
11.	20MB3F3	Derivatives Management	PE	3	3	0	0	3

S.No	COURSE CODE	COURSE TITLE	CATEGORY	CONTACT PERIODS	L	T	P	C
Stream / Specialization : Financial Management								
12.	20MB3F4	Merchant Banking and Financial Services	PE	3	3	0	0	3
13.	20MB3F5	Security Analysis and Portfolio Management	PE	3	3	0	0	3
14.	20MB3F6	International Trade and Finance	PE	3	3	0	0	3
15.	20MB3F7	International Financial Management	PE	3	3	0	0	3
Stream / Specialization : Human Resource Management								
16.	20MB3H1	Industrial Relations and Labour Welfare	PE	3	3	0	0	3
17.	20MB3H2	Labour Legislations	PE	3	3	0	0	3
18.	20MB3H3	Managerial Behaviour and Effectiveness	PE	3	3	0	0	3
19.	20MB3H4	Organizational Theory, Design and Development	PE	3	3	0	0	3
20.	20MB3H5	Strategic Human Resource Management	PE	3	3	0	0	3
21.	20MB3H6	International Human Resource Management	PE	3	3	0	0	3
22.	20MB3H7	Stress Management and Counseling	PE	3	3	0	0	3
Stream / Specialization : Systems Management / Business Analytics								
23.	20MB3S1	Advanced Data Base Management System	PE	3	3	0	0	3
24.	20MB3S2	Data Mining for Business Intelligence	PE	3	3	0	0	3
25.	20MB3S3	Enterprise Resource Planning	PE	3	3	0	0	3
26.	20MB3S4	Software Project Management and Quality	PE	3	3	0	0	3
27.	20MB3S5	E- Business Management	PE	3	3	0	0	3
28.	20MB3S6	Information and Security Management	PE	3	3	0	0	3
Stream / Specialization : Operations Management								
29.	20MB3P1	Logistics Management	PE	3	3	0	0	3
30.	20MB3P2	Materials Management	PE	3	3	0	0	3
31.	20MB3P3	Product Design	PE	3	3	0	0	3
32.	20MB3P4	Project Management	PE	3	3	0	0	3
33.	20MB3P5	Services Operations Management	PE	3	3	0	0	3
34.	20MB3P6	Supply Chain Management	PE	3	3	0	0	3

EMPLOYABILITY ENHANCEMENT COURSES (EEC)

S.No	COURSE CODE	COURSE TITLE	CATEGORY	CONTACT PERIODS	L	T	P	C
1	20MB1E1	Business Data Analysis - 1	EEC	4	0	0	4	2
2	20MB2E1	Business Data Analysis - 2	EEC	4	0	0	4	2
3	20MB3E1	Summer Training	EEC	2	0	0	2	1
4	20MB4E1	Managerial skills	EEC	2	0	0	2	1
5	20MB4E2	Project Work	EEC	24	0	0	24	12

SUMMARY

S.No	Category	Credits as per semester				Total Credits	%
		I	II	III	IV		
1	PC	22	23	7	3	55	60
2	PE	-	-	18	-	18	20
3	EEC	2	2	1	13	18	20
Total		24	25	26	16	91	100

20 MB 101

ECONOMIC ANALYSES FOR BUSINESS

L	T	P	C
4	0	0	4

OBJECTIVES:

To introduce the concepts of scarcity and efficiency; to explain principles of micro economics relevant to managing an organization; to describe principles of macroeconomics to have the

PRE-REQUISITE:NIL

UNIT-I INTRODUCTION 12

The themes of economics – scarcity and efficiency –Fundamental economic problems – society’s capability – Production Possibility Frontiers (PPF) – Productive efficiency Vs economic efficiency – economic growth & stability – Micro economics and Macroeconomics – the role of markets and government – Positive Vs negative externalities.

UNIT-II CONSUMER AND PRODUCER BEHAVIOUR 12

Market – Demand and Supply– Market equilibrium– consumer behavior – consumer equilibrium – Approaches to consumer behavior – Production – Short-run and long run Production Function – Returns to scale – economies Vs diseconomies of scale – Analysis of cost – Short-run and long-run cost function-Behavioral Economics

UNIT - III PRODUCT AND FACTOR MARKET 12

Product market –different market structures – Firm’s equilibrium and supply – Market efficiency – factor market - land, Labor, capital and Technology – determination of factor price – Interaction of product and factor market –competitive markets.

UNIT - IV PERFORMANCE OF AN ECONOMY – MACRO ECONOMICS 12

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

UNIT - V AGGREGATE SUPPLY AND THE ROLE OF MONEY 12

Unemployment– Okun’s law – Inflation–Inflation Vs Unemployment tradeoff – Phillips curve – Supply side Policy and management- Money market- Demand and supply of money – money market equilibrium and National Income –Role of monetary policy-Fiscal policy in theory.

TOTAL: 60 PERIODS

OUTCOMES:

AT THE END OF THE COURSE, LEARNERS WILL BE ABLE TO:

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

TEXT BOOKS:

1. Bernanke, Ben, Bernanke, B., Frank, R. H., Antonovics, K. L., Heffetz, O. Principles of Economics. Singapore, McGraw-Hill Education, 2018.
2. Paul A. Samuelson, William D. Nordhaus, SudipChaudhuri and AnindyaSen, Economics, 19thedition, Tata McGraw Hill, New Delhi, 2010.
3. William Boyes and Michael Melvin, Textbook of economics, Biztantra,9th Edition, 2012

REFERENCES:

1. N. Gregory Mankiw, Principles of Economics, 7th edition, Cengage, New Delhi, 2014
2. Richard Lipsey and Alec Chrystal, Economics, 12th edition, Oxford, University Press, New Delhi, 2011.
3. Karl E. Case and Ray C. fair, Principles of Economics, 12th edition, Pearson, Education Asia, New

20MB102	MANAGEMENT CONCEPTS & ORGANIZATIONAL BEHAVIOR	L	T	P	C
		4	0	0	4

OBJECTIVES:

To enable the students to study the evolution of Management, to study the functions and principles of management and to learn the application of the principles in an organization with a perspective to to diagnose and effectively handle human behavior.

PRE-REQUISITE:NIL

UNIT-I INTRODUCTION TO MANAGEMENT 12

Introduction, Definition of management, Nature, Purpose and Functions, evolution of management thought, Fayol's principles of management, Levels and types of managers, managerial roles, skills for managers, Planning: Nature of Planning, Planning Process, Objectives, MBO, Strategies, policies, methods and programs, Planning Premises, Decision-making, Process of decision-making.

UNIT-II MANAGERIAL FUNCTIONS 12

.Organizing: Organization structure, Formal and informal organizations, Principles of organizations-chain of command, span of control, delegation, decentralization, and empowerment. Types of organisations. Staffing-Directing- Controlling: Controlling, importance of controlling, controlling process, types of control, factors influencing control effectiveness.

UNIT - III INTRODUCTION TO ORGANISATIONAL BEHAVIOUR & INDIVIDUAL BEHAVIOUR 12

Introduction to OB, definition, historical development, principles of OB, Introduction to individual behavior-Foundations of Individual Behaviour: Personality: Meaning, formation, determinants, traits of personality, big five and MBTI, personality attributes influencing OB.Attitude: Formation, components of attitudes. Perception: Process of perception, factors influencing perception, link between perception and individual decision-making.

UNIT - IV GROUP BEHAVIOUR 12

Team building and group dynamics, Working teams and team effectiveness, Intra team dynamics, Influence of the group on individual, Group decision making, Inter group relations. Types of culture in the organization. Meaningof change, Stages of change, why do people resist change, Overcoming resistance to change

UNIT - V LEADERSHIP & MOTIVATION 12

Leadership: Meaning, styles of leadership, leadership theories, trait theory, behavioural theories, managerial grid - Motivation - Meaning & Types of motivation- theories of motivation-needs theory, two factor theory, Theory X and Y, application of motivational theories

TOTAL: 60 PERIODS

OUTCOMES:

AT THE END OF THE COURSE, LEARNERS WILL BE ABLE TO:

upon completion of the course, students will be able to have clear understanding Managerial functions like planning, organizing, staffing, leading & controlling and have same basic knowledge on international aspect of management and the degree to which one can make an individual to think beyond self.

TEXT BOOKS:

1. Stephen P. Robins, Organizational Behavior, PHI Learning / Pearson Education, Edition 17, 2016 (Global edition)
2. Tripathy PC & Reddy PN, —Principles of ManagementII, Tata McGraw Hill, 1999

REFERENCES:

- 1.Harold Koontz & Heinz Weihrich —Essentials of managementII Tata McGraw Hill, 1998.
- 2.FredLuthans, Organizational Behavior, McGraw Hill, 12th Edition,

20MB103	ACCOUNTING FOR MANAGEMENT	L	T	P	C
		4	0	0	4
OBJECTIVES:					
Acquire a reasonable knowledge in accounts by analysis and evaluate financial statements					
PRE-REQUISITE:NIL					
UNIT-I	FINANCIAL ACCOUNTING				12
Introduction to Financial, Cost and Management Accounting-Indian Accounting Standards - Generally accepted accounting principles, Conventions and Concepts-Balance sheet and related concepts- Profit and Loss account and related concepts – Final Accounts with Adjustments					
UNIT-II	ANALYSIS OF FINANCIAL STATEMENTS				12
Analysis of financial statements – Financial ratio analysis, cash flow (as per Accounting Standard) and funds flow statement analysis					
UNIT - III	COST ACCOUNTING				12
Cost Accounts - Classification of manufacturing costs - Accounting for manufacturing costs – Cost Sheet - Cost Accounting Systems: Job order costing - Process costing- Activity Based Costing- Costing and the value chain- Target costing					
UNIT - IV	PROFIT PLANNING AND COST CONTROL				12
Marginal costing including decision making- Break-Even Analysis - Budgetary Control- Cost Variance Analysis - Standard cost system					
UNIT - V	ACCOUNTING IN COMPUTERISED ENVIRONMENT				12
Significance of Computerized Accounting System- Codification and Grouping of Accounts- Maintaining the hierarchy of ledgers- Pre-packaged Accounting software					
TOTAL: 60 PERIODS					

OUTCOMES:

AT THE END OF THE COURSE, LEARNERS WILL BE ABLE TO:

- Possess a managerial outlook at accounts.

TEXT BOOKS:

1. Eric Noreen and Peter Brewer and Ray Garrison Managerial Accounting for Managers, 5th Edition, Tata McGraw Hill, 2019
2. M.Y. Khan& P.K. Jain, Management Accounting, Tata McGraw Hill, 2011.
3. Narayanaswamy, Financial Accounting – A managerial perspective, PHI Learning, New Delhi, 2011.

REFERENCES:

1. Jan Williams, Financial and Managerial Accounting – The basis for business Decisions, 15th edition, Tata McGraw Hill Publishers, 2010.
2. Horngren, Surdem, Stratton, Burgstahler, Schatzberg, Introduction to Management Accounting, PHI Learning, 2011.
3. Stice&Stice, Financial Accounting Reporting and Analysis, 8th edition, Cengage Learning, 2010.
4. SinghviBodhanwala, Management Accounting -Text and cases, PHI Learning, 2009.
5. Ashish K. Battacharya, Introduction to Financial Statement Analysis, Elsevier, 2009

20MB104	LEGAL ASPECTS OF BUSINESS	L	T	P	C
		3	0	0	3

OBJECTIVES:

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

PRE-REQUISITE: NIL

UNIT-I COMMERCIAL LAW THE INDIAN CONTRACT ACT 1872 9

Definition of contract, essentials elements and types of a contract, Formation of a contract, performance of contracts, breach of contract and its remedies, Quasi contracts - Contract Of Agency: Nature of agency, Creation and types of agents, Authority and liability of Agent and principal: Rights and duties of principal and agents, termination of agency. **THE SALE OF GOODS ACT 1930** Nature of Sales contract, Documents of title, risk of loss, Guarantees and Warranties, performance of sales contracts, conditional sales and rights of an unpaid seller - Negotiable Instruments Act 1881: Nature and requisites of negotiable instruments. Types of negotiable instruments, liability of parties, holder in due course, special rules for Cheque and drafts, discharge of negotiable instruments – Digital Payments – An Overview

UNIT-II COMPANY LAW 2013 9

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

UNIT - III INDUSTRIAL LAW 9

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

UNIT - IV INCOME TAX ACT AND SALES TAX ACT 9

Corporate Tax Planning - G S T – Concepts, Scope, Methods of G S T Calculation, Practical Implications of GST.

UNIT - V CONSUMER PROTECTION ACT AND INTRODUCTION OF CYBER LAWS 9

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

TOTAL: 45 PERIODS

OUTCOMES:

AT THE END OF THE COURSE, LEARNERS WILL BE ABLE TO:

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

TEXT BOOKS:

1. N.D. Kapoor, Elements of Mercantile Law, 38th e, 2020. N.p., Sultan Chand & Sons, 2020.
2. P. K. Goel, Business Law for Managers, Biztantatara Publishers, India, 2008

REFERENCES:

1. AkhileshwarPathack, Legal Aspects of Business, 4th Edition, Tata McGraw Hill, 2009.
2. P. P. S. Gogna, Mercantile Law, S. Chand & Co. Ltd., India, 11th Edition, 2015
3. Maheshwari, S.N. and S.K. Maheshwari; A Manual of Business Law, 6th Edition, Himalaya Publishing House, 2015

20MB105 STATISTICS FOR MANAGEMENT **L T P C**
4 0 0 4

OBJECTIVES:

- To learn the applications of statistics in business decision making

PRE-REQUISITE:NIL

UNIT-I PROBABILITY AND DISTRIBUTIONS **12**

Basic definitions and rules for probability, conditional probability independence of Events, Baye’s theorem and random variables, probability distributions: Binomial, Poisson, Uniform and normal distributions.

UNIT-II TESTING OF HYPOTHESIS – PARAMETRIC TESTS **12**

Hypothesis testing, one sample and two sample tests for mean and proportions of large samples (Z– test), one sample and two sample tests for mean of small samples (T-test),F – test for two sample standard deviations.

UNIT - III DESIGN OF EXPERIMENT **12**

One way and two way classifications – completely randomized design – Randomized block design – Latin square design

UNIT - IV NON – PARAMETRIC TESTS **12**

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

UNIT - V CORRELATION AND REGRESSION **12**

Correlation – Coefficient of determination – Rank correlation regression – Regression lines – Method of least squares

TOTAL: 60 PERIODS

OUTCOMES:

AT THE END OF THE COURSE, LEARNERS WILL BE ABLE TO:

- Understand basic concepts of probability, random variables, and apply probability distributions in problems arise in business.
- Apply the concept of testing of hypothesis for large samples using Z-test, in real life problem.
- Apply the concept of testing of hypothesis for large samples using t-test, F-test, in real life problem
- Apply the basic concepts of classifications of design of experiments in the field of agriculture
- Apply the non-parametric tests for testing the independence of attributes between samples and to test whether two samples are derived from the same population
- Find Correlation and Regression between the two dimensional random variables

REFERENCES:

1. Richard I Levin, David S Rubin, Sanjay Rastogi, MasoodHusaiSiddiqui, “Statistics for Management”, Person Educatin, 7th Edition 2016.
2. “Statistics for Management” by K. Subramani& A. Santha, Scitech Publication Pvt Ltd-2017.
3. Anderson D.R, Sweney D.J. and Williams T.A, “Statistics for Business economics”, 11th edition, Thomson (South – Western) Asia, Singapore, 2012.
4. N.D. Vohra, “Business Statistics”, Tata Mcgraw Hill, 2012.
5. Srivatsava TN and ShailajaRega, “Statistics for Management”, Tata Mcgraw Hill, 2012.

20MB106	INFORMATION MANAGEMENT	L	T	P	C
		3	0	0	3

OBJECTIVES:

- To understand the importance of information and its methods used for effective decision making in an organization using ERP systems.

UNIT I INTRODUCTION 10

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

UNIT II DATABASE MANAGEMENT SYSTEMS 9

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

UNIT III SECURITY, CONTROL AND REPORTING 8

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

UNIT IV NEW IT INITIATIVES 8

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

UNIT V EMERGING TRENDS ON ERP 10

Overview of enterprise systems- Extended ERP systems and ERP add-ons -CRM, SCM, Business analytics etc- Future trends in ERP systems-web enabled, Wireless technologies so on.

TOTAL: 45 PERIODS

OUTCOME

- Gains knowledge on effective applications of information systems in business

TEXTBOOKS:

1. Management of Information Systems. United Kingdom, IntechOpen, 2018.
2. Robert Schultheis and Mary Summer, Management Information Systems – The Managers View, Tata McGraw Hill, 2008.
3. Kenneth C. Laudon and Jane Price Laudon, Management Information Systems – Managing the digital firm, PHI Learning / Pearson Education, PHI, Asia, 2012.

REFERENCES :

1. Rahul de, MIS in Business, Government and Society, Wiley India Pvt Ltd, 2012
2. Gordon Davis, Management Information System: Conceptual Foundations, Structure and Development, Tata McGraw Hill, 21st Reprint 2008.
3. Haag, Cummings and McCubbrey, Management Information Systems for the Information Age, McGraw Hill, 2005. 9th edition, 2013.

20MB1E1

BUSINESS DATA ANALYSIS -1

L T P C

0 0 4 2

OBJECTIVES:

- To be able to analyze any data set using excel related to Economics, Statistics, Finance and Marketing.

Unit I	Excel Introduction	10
A description of the purpose and application of Excel - The Excel Interface- Basic Navigation & Editing - Getting going		
Unit II	Orientation and efficiency	11
Editing - Viewing - Cell references - Named Ranges - Basic Macros – Design		
Unit III	Administration	12
Customizing Excel – Housekeeping -Connecting Workbooks- Documentation- Protecting and Sharing – Googledocs -Excel troubleshooting		
Unit IV	Data handling	13
Sorting & Filtering - Controlling user input - Working with Dates and Times- Working with Text- Lookup & Reference - Logical Functions		
Unit V	Data analysis & Presentation	14
Working with Numbers - Summarizing data - Simple Summaries - PivotTables 2 – Manipulating Data - PivotTables 3 – Interpreting Data Power Pivot – Handling Big Data - Formula Auditing - Advanced Macros and VBA–Modelling.Cell Formatting - Number Formatting - Conditional Formatting - Graphs and Charts Page & Print Setup		

TOTAL: 60 PERIODS

OUTCOMES:

- Will have a strong technical and analytical skills in excel with capabilities

TEXT BOOKS

1. Olafusi, Michael. Microsoft Excel and Business Data Analysis for the Busy Professional.N.p., CreateSpace Independent Publishing Platform, 2016.

REFERENCES:

1. <https://corporatefinanceinstitute.com/resources/ebooks/excel-book-pdf>
2. https://www.mta.ca/uploadedFiles/Community/Administrative_departments/Human_Resources/Training_and_professional_development/Classroom/Excel%20Training%20-%20Level%201.pdf
3. <https://training.it.ufl.edu/media/trainingitufledu/documents/uf-health/excel/Excel2016-Beginners.pdf>

REFERENCES :

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

20MB202

BUSINESS RESEARCH METHODS

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

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

UNIT I INTRODUCTION

9

Business Research – Definition and Significance – the research process – Types of Research – Exploratory and causal Research – Theoretical and empirical Research – Cross – Sectional and time – series Research – Research questions / Problems – Research objectives – Research hypotheses – characteristics

UNIT II RESEARCH DESIGN AND MEASUREMENT

9

Research design – Definition – Importance - types of research design – exploratory and causal research design – Descriptive and experimental design – Validity of findings – Variables in Research – Measurement and scaling – Different types of scales –Scaling techniques- Construction of instrument – Validity and Reliability of instrument.

UNIT III DATA COLLECTION

9

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

UNIT IV DATA PROCESSING AND ANALYSIS

9

Data Processing – editing – Coding – Data entry – Validity of Data – Qualitative Vs Quantitative data analyses – statistical techniques – Research applications in Marketing, Human Resource & Finance with real time examples - Application of statistical software for data analysis.

UNIT V REPORT DESIGN, WRITING AND ETHICS IN BUSINESS RESEARCH

9

Research report – Different types – Contents of report – Need of Executive Summary – Chapterization – Contents of chapter – Report writing – readability – comprehension – tone – final proof – report format – title of the report – ethics in research – ethical behaviour of researcher – Subjectivity and Objectivity in research.

TOTAL: 45 PERIODS**OUTCOME:**

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

TEXTBOOKS:

1. Hair Jr., Joe F., et al. Essentials of Business Research Methods. United Kingdom, Taylor & Francis, 2019.
2. Donald R. Cooper, Pamela S. Schindler and J K Sharma, Business Research methods, 11th Edition, Tata McGraw Hill, New Delhi, 2012.
3. Alan Bryman and Emma Bell, Business Research methods, 3rd Edition, Oxford University Press, New Delhi, 2011.

REFERENCES:

1. Uma Sekaran and Roger Bougie, Research methods for Business, 5th Edition, Wiley India, New Delhi, 2012.
2. William G Zikmund, Barry J Babin, Jon C. Carr, AtanuAdhikari, Mitch Griffin, Business Research methods, A South Asian Perspective, 8th Edition, Cengage Learning, New Delhi, 2012.

20MB203

FINANCIAL MANAGEMENT

L T P C
4 0 0 4**OBJECTIVES:**

Facilitate students to understand the operational nuances of a Finance and comprehend the technique of making decisions related to finance function

UNIT I FOUNDATIONS OF FINANCE 12

Introduction to finance- Financial Management – Nature, scope and functions of Finance, organization of financial functions, objectives of Financial management, Major financial decisions – Concept of Risk and Return – Types of risks - Time value of money –finance - Long term Sources of finance: Shares, debentures and term loans, lease, hire purchase, venture capital financing, Private Equity- features and valuation of shares and bonds

UNIT II COST OF CAPITAL AND FINANCING 12

Concept and measurement of cost of capital - Specific cost and overall cost of capital Leverages - Operating and Financial leverage – measurement of leverages – degree of Operating & Financial leverage – Combined leverage, EBIT – EPS Analysis- Indifference point Capital structure – Theories – Net Income Approach, Net Operating Income Approach, MM Approach – Determinants of Capital structure.

UNIT III INVESTMENT DECISIONS 12

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

UNIT IV WORKING CAPITAL MANAGEMENT 12

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

UNIT V DIVIDEND DECISION 12

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

TOTAL:60 PERIODS**OUTCOME:**

Possess the techniques of managing finance in an organization as a Manager

TEXTBOOKS:

1. Brooks, Raymond. Financial Management + Pearson Etext: Core Concepts. United States, Pearson Education, 2018.
2. A Casebook In Financial Management | Fourth Edition. N.p., McGraw-Hill Education, 2020.
3. M.Y. Khan and P.K. Jain Financial management, Text, Problems and cases Tata McGraw Hill, 6th edition, 2011.
4. AswatDamodaran, Corporate Finance Theory and practice, John Wiley & Sons, 2011.

REFERENCES:

1. James C. Vanhorne –Fundamentals of Financial Management– PHI Learning, 11th Edition, 2012.
2. Prasanna Chandra, Financial Management, 9th edition, Tata McGraw Hill, 2012.
3. G.Sudersena Reddy, Financial Management- Principles & Practices, Himalaya Publishing House, 2nd Edition, 2010
4. Srivatsava, Mishra, Financial Management, Oxford University Press, 2011
5. Parasuraman.N.R, Financial Management, Cengage, 2014.
6. William R.Lasher, Financial Management, 7th Edition, Cengage, 2014.

20MB204

HUMAN RESOURCE MANAGEMENT

L T P C
4 0 0 4**OBJECTIVE:**

To impart the students the knowledge about HR management perspectives related to Staffing, Training, Performance, Compensation, Human factors consideration and compliance with human resource requirements.

- UNIT I PERSPECTIVES IN HUMAN RESOURCE MANAGEMENT 8**
Evolution of human resource management – The importance of the human factor – Challenges – Inclusive growth and affirmative action -Role of human resource manager – Human resource policies – Computer applications in human resource management – Human resource accounting and audit.
- UNIT II THE CONCEPT OF BEST FIT EMPLOYEE 11**
Importance of Human Resource Planning – Forecasting human resource requirement – matching supply and demand - Internal and External sources. Recruitment - Selection – induction – HRM issues and practices in the context of Outsourcing as a strategy
- UNIT III TRAINING AND EXECUTIVE DEVELOPMENT 13**
Types of training methods –purpose- benefits- resistance. Executive development programmes – Common practices - Benefits – Self-development – Knowledge management.
- UNIT IV SUSTAINING EMPLOYEE INTEREST 15**
Compensation plan – Reward – Rewards and Incentives: Financial and non-financial incentives, Productivity – linked Bonus, Compensation Criteria, Rewards and Recognition. – Career management – Workers Participation in Management - Concept, Mechanisms and Experiences – Work Life Balance.
- UNIT V PERFORMANCE EVALUATION AND CONTROL PROCESS 13**
Method of performance evaluation – Feedback – Online PMS.Promotion, Demotion, Transfer and Separation –. The control process – Importance – Methods – Requirement of effective control systems grievances – Causes – Implications – Redressal methods.

TOTAL:60 PERIODS**OUTCOME:**

Students will gain knowledge and skills needed for success as Human Resources professional.

TEXTBOOKS:

1. HumanResource Management Theory and Research on New Employment Relationships. United States, Information Age Publishing Incorporated - 2016
2. Dessler Human Resource Management, Pearson Education Limited, 14th Edition, 2015.
3. Decenzo and Robbins, Fundamentals of Human Resource Management, Wiley, 11th Edition, 2013.

REFERENCES :

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

20BA206

OPERATIONS MANAGEMENT

L T P C

4 0 0 4

OBJECTIVE:

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

UNIT I INTRODUCTION TO OPERATIONS MANAGEMENT**12**

Operations Management – Nature, Importance, historical development, transformation processes, differences between services and goods, a system perspective, functions, challenges, current priorities, recent trends; Operations Strategy – Strategic fit, framework; Supply Chain Management

UNIT II FORECASTING, CAPACITY AND FACILITY DESIGN**12**

Demand Forecasting – Need, Types, Objectives and Steps. Overview of Qualitative and Quantitative methods. Capacity Planning – Long range, Types, Developing capacity alternatives. Overview of sales and operations planning. Overview of MRP, MRP II and ERP.

Facility Location – Theories, Steps in Selection, Location Models. Facility Layout – Principles, Types, Planning tools and techniques.

UNIT III DESIGN OF PRODUCT, PROCESS AND WORK SYSTEMS**12**

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

UNIT IV MATERIALS MANAGEMENT**12**

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

UNIT V SCHEDULING AND PROJECT MANAGEMENT**12**

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

TOTAL: 60 PERIODS**OUTCOME:**

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

TEXTBOOKS:

1. Operations Management: Theory and Practice. India, Pearson India, 2015.
2. Richard B. Chase, Ravi Shankar, F. Robert Jacobs, Nicholas J. Aquilano, Operations and Supply Management, Tata McGraw Hill, 12th Edition, 2010.
3. Norman Gaither and Gregory Frazier, Operations Management, South Western Cengage, 2002.

REFERENCES:

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

20MB207

MARKETING MANAGEMENT**L T P C**
4 0 0 4**OBJECTIVES:**

Developing an understanding of ideas and nuances of modern marketing with the process to formulate and manage the B2B marketing strategy aiding market analysis practices.

UNIT I INTRODUCTION 12

Introduction: Concept, nature, scope and importance of marketing; Marketing concept and its evolution; Marketing mix; Strategic marketing planning – an overview.

Market Analysis and Selection: Marketing environment – macro and micro components and their impact on marketing decisions; Market segmentation and positioning; Buyer behavior; consumer versus Organizational buyers; Consumer decision making process.

UNIT II MARKETING STRATEGY 12

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

UNIT III MARKETING MIX DECISIONS 12

Product Decisions: Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labeling; Product life cycle – strategic implications; New product development and consumer adoption process. Pricing Decisions: Factors affecting price determination; Pricing policies and strategies; Discounts and rebates

Distribution Channels and Physical Distribution Decisions: Nature, functions, and types of Distribution channels; Distribution channel intermediaries; Channel management decisions; Retailing and wholesaling.

Promotion Decisions: Communication Process; Promotion mix – advertising, personal selling, sales promotion, publicity and public relations; Determining advertising budget; Copy Designing and testing; Media selection; Advertising effectiveness; Sales promotion – tools and techniques.

UNIT IV BUYERBEHAVIOUR 12

Understanding industrial and individual buyer behaviour - Influencing factors – Buyer Behavior Models

– Online buyer behaviour - Building and measuring customer satisfaction – Customer relationships management – Customer acquisition, Retaining, Defection.

UNIT V MARKET RESEARCH ISSUES AND DEVELOPMENTS IN MARKETING 12

Marketing Research: Meaning and scope of marketing research; Marketing research process.

Marketing Organisation and Control: Organizing and controlling marketing operations. Issues and Developments in Marketing: Social, ethical and legal aspects of marketing; Marketing of services; International marketing; Green marketing; Cyber marketing; Relationship marketing and other developments of marketing.

TOTAL:60 PERIODS

OUTCOMES:

Knowledge of resolving marketing related issues with an extreme awareness of marketing management.

TEXTBOOKS:

1. Keller, Kevin Lane, et al. Marketing Management. United Kingdom, Pearson Education Limited, 2019.
2. KS Chandrasekar, "Marketing management-Text and Cases", Tata McGraw Hill, Fiedition, 2010

REFERENCES:

1. Lamb, hair, Sharma, Mc Daniel– Marketing – An Innovative approach to learning and teaching-
2. Paul Baines, Chris Fill and Kelly Page, Marketing, Oxford University Press, 2nd Edition, 2011.
3. Micheal R. Czinkota & Masaaki Kotabe, Marketing Management, Cengage, 2000.

20MB2E1

BUSINESS DATA ANALYSIS - 2

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

To have hands-on experience on decision modeling

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

Details of experiments		Duration
Name		
1	Descriptive Statistics	4
2	Hypothesis - Parametric	4
3	Hypothesis – Non-parametric	4
4	Correlation & Regression	4
5	Forecasting	4
-	Extended experiment – 1	4
6	Portfolio Selection	4
7	Risk Analysis & Sensitivity Analysis	4
8	Revenue Management	4
-	Extended experiment – 2	4
9	Transportation & Assignment	4
10	Networking Models	4
11	Queuing Theory	4
12	Inventory Models	4
-	Extended experiments – 3	4

- Spreadsheet Software and
- Data Analysis Tools

TOTAL: 60 PERIODS**OUTCOME**

Knowledge of spreadsheets and data analysis software for business modeling for decisions.

TEXTBOOKS

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

20MB301

STRATEGIC MANAGEMENT**L T P C**
4 0 0 4**OBJECTIVES:**

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

UNIT I STRATEGY AND PROCESS 12

Conceptual framework for strategic management, the Concept of Strategy and the Strategy Formation Process – strategists at various management levels, Types of Strategies, Limitations of Strategic Management - Stakeholders in business – Vision, Mission and Purpose – Business definition, Objectives and Goals - Corporate Governance and Social responsibility-case study.

UNIT II COMPETITIVE ADVANTAGE 12

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

UNIT III STRATEGIES 12

The generic strategic alternatives – Stability, Expansion, Retrenchment and Combination strategies - Business level strategy -Corporate Strategy- Vertical Integration-Diversification and Strategic Alliances-Introduction, Types of Strategic Alliances and Business Decisions, Problems Involved in Strategic Alliances - Environmental Threat and Opportunity Profile (ETOP) - Organizational Capability Profile - Strategic Advantage Profile - Corporate Portfolio Analysis - SWOT Analysis - GAP Analysis - Mc Kinsey's 7s Framework - GE 9 Cell Model – Distinctive competitiveness - Selection of matrix - Balance Score Card-case study

UNIT IV STRATEGY IMPLEMENTATION & EVALUATION 12

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

UNIT V OTHER STRATEGIC ISSUES 12

Functional Issues – Financial, Marketing, Operations and Personnel Plans and policies. Managing Technology and Innovation- Strategic issues for Non Profit organizations. New Business Models and strategies for Internet Economy-case study.

TOTAL: 60 PERIODS**OUTCOMES:**

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

TEXT BOOKS:

1. Schilling, Melissa A., et al. Strategic Management: Theory: An Integrated Approach. Austria, Cengage Learning, 2015.
2. Hill. Strategic Management : An Integrated approach, 2009 Edition Wiley (2012).
3. AzharKazmi, Strategic Management and Business Policy, 3rd Edition, Tata McGraw Hill, 2008.

REFERENCES:

1. Adriaus Haberberg and Alison Rieple, Strategic Management Theory & Application, Oxford University Press, 2008.
2. Lawrence G. Hrebiniak, Making strategy work, Pearson, 2005.
3. Gupta, Gollakota and Srinivasan, Business Policy and Strategic Management – Concepts and Application, Prentice Hall of India, 2005.
4. Dr. Dharmabir Singh, Strategic Management & Business Policy, KoGent Learning Solutions Inc., Wiley, 2012.

20MB302

TOTAL QUALITY MANAGEMENT

LTPC

3 003

OBJECTIVE:

To give the students an overview of quality and TQM and explaining the salient contributions of Quality Gurus like Deming, Juran and Crosby. General barriers in implementing TQM.

UNIT I INTRODUCTION:

9

Introduction - Need for quality - Evolution of quality - Definitions of quality - Dimensions of product and service quality - Basic concepts of TQM - TQM Framework - Contributions of Deming, Juran and Crosby - Barriers to TQM - Quality statements - Customer focus - Customer orientation, Customer

satisfaction, Customer complaints, and Customer retention - Costs of quality

UNIT II TQM PRINCIPLES:

9

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

UNIT III TQM TOOLS & TECHNIQUES:

9

The seven traditional tools of quality - New management tools - Six sigma: Concepts, Methodology, applications to manufacturing, service sector including IT - Bench marking - Reason to bench mark, Bench marking process - FMEA - Stages, Types.

UNIT IV TQM TOOLS & TECHNIQUES

9

Control Charts - Process Capability - Concepts of Six Sigma - Quality Function Development (QFD) - Taguchi quality loss function - TPM - Concepts, improvement needs - Performance measures.

UNIT-V QUALITY MANAGEMENT SYSTEMS

9

Need for ISO – Standards -ISO 9001-2015- Quality System - Elements, e-Documentation, Quality Auditing - QS 9000 - ISO 14000 - Concepts, Requirements and Benefits - TQM Implementation in manufacturing and service sectors.

TOTAL: 45 PERIODS**OUTCOME:**

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

TEXTBOOKS:

1. Bhat, K. Shridhara. Total Quality Management: Text and Cases. India, Himalaya Publishing House, 2015.
2. Dale Biesterfield, Carol Biesterfield – Michna, Glen H. Besterfield, Mary Besterfield – Sacre, Hermant – Urdhwareshe, RashmiUrdhwareshe, Total Quality Management, Revised Third edition, Pearson Education, 2011

REFERENCES:

1. Douglas C. Montgomery, Introduction to Statistical Quality Control, Wiley Student Edition, 4th Edition, Wiley India Pvt Limited, 2008.
2. James R. Evans and William M. Lindsay, The Management and Control of Quality, Sixth Edition, Thomson, 2005.
3. Poornima M. Charantimath, Total Quality Management, Pearson Education, Second Edition, 2011
4. Indian standard – quality management systems – Guidelines for performance improvement (Fifth Revision), Bureau of Indian standards, New Delhi.

20MB401

ENTREPRENEURSHIP DEVELOPMENTLTPC
3 003**OBJECTIVE:**

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

UNIT I ENTREPRENEURIAL COMPETENCE**9**

Entrepreneurship concept – Entrepreneurship as a Career – Entrepreneurial Personality Characteristics of Successful, Entrepreneur – Knowledge and Skills of Entrepreneur. Case studies of Indian entrepreneurs

UNIT II ENTREPRENEURIAL ENVIRONMENT**9**

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

UNIT III BUSINESS PLAN PREPARATION**9**

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

UNIT IV LAUNCHING OF SMALL BUSINESS**9**

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

UNIT V MANAGEMENT OF SMALL BUSINESS**9**

Monitoring and Evaluation of Business - Preventing Sickness and Rehabilitation of Business Units-Effective Management of small Business. Govt. scheme for sick units

TOTAL: 45 PERIODS**OUTCOME:**

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

TEXTBOOKS:

1. Drucker, Peter. Innovation and Entrepreneurship. United Kingdom, Routledge, 2015.
2. Hisrich, Entrepreneurship, Edition 9, Tata McGraw Hill, New Delhi, 2014
3. S.S.Khanka, Entrepreneurial Development, S.Chand and Company Limited, New Delhi, (Revised Edition) 2013.

REFERENCES:

1. Mathew Manimala, Entrepreneurship Theory at the Crossroads, Paradigms & Praxis, Biztrantra, 2nd Edition ,2005
2. Prasanna Chandra, Projects – Planning, Analysis, Selection, Implementation and Reviews, Tata McGraw-Hill, 1996.
3. P.Saravanavel, Entrepreneurial Development, Ess Pee kay Publishing House, Chennai 1997.
4. Arya Kumar. Entrepreneurship. Pearson, 2012.
5. Donald F Kuratko, T.V Rao. Entrepreneurship: A South Asian perspective. Cengage, 2012

20MB4E1

MANAGERIAL SKILLS

**LTPC
200 2**

OBJECTIVE: To understand how communication works, and to manage the assumptions more effectively. Helps students communicate effectively, appropriately and clearly in all situations.

UNIT I COMMUNICATION IN BUSINESS - Systems approach- forms - functions and principles of communication - management and communication- communication patterns - barriers to communication - interpersonal perception – SWOT analysis -Johari Window - Transactional Analysis.

6

UNIT II NON-VERBAL AND INTERCULTURAL COMMUNICATION - Importance of non-verbal communication - personal appearance - facial expressions- movement- posture – gestures - eye contact –voice - beliefs and customs- worldview and attitude.

6

UNIT III ORAL COMMUNICATION - Listening - types and barriers to listening - speaking - planning and audience awareness - persuasion- goals - motivation and hierarchy of needs - attending and conducting interviews-participating in discussions, debates - and conferences - presentation skills-para-linguistic features -fluency development strategies.

6

UNIT IV BUSINESS CORRESPONDENCE - Business letter - principles of business writing- memos -e-mails – agendas- minutes- sales letter- enquiries- orders- letters of complaint- claims and adjustments-notice and tenders- circulars- letters of application and résumé.

6

UNIT V BUSINESS PROPOSALS AND REPORTS - Project proposals- characteristics and structure-Project reports – types- characteristics,-structure-Appraisal reports – performance appraisal, product appraisal- Process and mechanics of report writing- visual aids- abstract - executive summary-recommendation writing- definition of terms.

6

TOTAL:30 PERIODS

OUTCOME:

Students will be able to identify barriers to effective communication and how to overcome them.

TEXT BOOKS:

1. Miller, Liam Perry & Tyler. Business Communication: Skills and Techniques. United Kingdom, EDTECH, 2018.
2. Gerson, Sharan J., and Steven M Gerson, “Technical Writing: Process and Product”, Pearson Education, New Delhi, 8th Edition, 2013.
3. Murphy, Herta, Herbert W Hildebrandt, and Jane P Thomas, “Effective Business Communication”, 7th ed. Tata McGraw-Hill, New Delhi.
4. Bovee, Courtland and John V Thill, “Business Communication Today”, Pearson Education, New Delhi, 11th edition, 2012.

REFERENCES:

1. McGrath, E. H., S. J, “Basic Managerial Skills for All”, Prentice-Hall of India, New Delhi, 8th ed. 2011.
2. Raman, Meenakhshi, and Prakash Singh, “Business Communication”, O U P, New Delhi, 2nd Edition, 2012.
3. Stuart Bonne E., Marilyn S Sarow and Laurence Stuart, “Integrated Business Communication in a Global Market Place”, 3rd ed. John Wiley India, New Delhi, 2007.

ELECTIVES

20MB3M1

CONSUMER BEHAVIOUR

L T P C
30 03

OBJECTIVES:

- To understand the concepts of consumer behaviour and its application in purchase decisions relating the psychological social and cultural drivers behind consumer behaviour and marketing

UNIT I INTRODUCTION 9

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

UNIT II CONSUMER BEHAVIOR MODELS 9

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

UNIT III INTERNAL INFLUENCES 9

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

UNIT IV EXTERNAL INFLUENCES 9

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

UNIT V PURCHASE DECISION PROCESS 9

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

TOTAL: 45 PERIODS

OUTCOMES :

Identify the major individual, social and cultural factors that affect consumers’ decision making process; by exploring the essence of how consumers make decisions and assess the relevant implications for marketing practitioners.

TEXTBOOKS:

1. Wright, Malcolm, et al. Consumer Behaviour: Applications in Marketing. United Kingdom, SAGE Publications, 2016.
2. Leon G Schiffman, Joseph Wisemblit, S Ramesh Kumar , Consumer Behaviour, 11th edition, Pearson, 2015
3. Barry J.Babin, Eric G.Harris, Ashutosh Mohan, Consumer Behavior: A South Asian Perspective, Cengage Learning, Indian Edition, 6th Edition, 2016

REFERENCES :

1. P.C.Jain and Monika Bhatt., Consumer Behavior in Indian Context, S.Chand& Company, 2013.
2. Srabanti Mukherjee, Consumer behavior, Cengage Learning, 2012.
3. Assael, Consumer Behavior - A Strategic Approach, Biztranza, 2008
4. Dinesh kumar ,ConsumerBehaviour, Oxford University Press,2015.

20MB3M2

CUSTOMER RELATIONSHIP MANAGEMENT

L T P C

3 0 03

OBJECTIVE:

- To understand the need and importance of maintaining a good Customer Relationship.

UNIT I INTRODUCTION**9**

Definitions – Concepts and context of relationship Management – Evolution - Transactional Vs Relationship Approach – CRM as a strategic marketing tool – CRM significance to Stakeholders

UNIT II UNDERSTANDING CUSTOMERS**9**

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

UNIT III CRM STRUCTURES**9**

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

UNIT IV CRM PLANNING AND IMPLEMENTATION**9**

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

UNIT V TRENDS IN CRM**9**

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

TOTAL: 45 PERIODS**OUTCOME :**

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

TEXTBOOKS:

1. Baran, Roger J., and Galka, Robert J.. Customer Relationship Management: The Foundation of Contemporary Marketing Strategy. United Kingdom, Taylor & Francis, 2016.
2. G.Shainesh, Jagdish, N.Sheth, Customer Relationship Management A Strategic Prespective, Macmillan 2010
3. Alok Kumar et al, Customer Relationship Management : Concepts and applications, Biztantra, 2008

REFERENCES :

1. H.Peeru Mohamed and A.Sahadevan, Customer Relation Management, Vikas Publishing 2005.
2. Jim Catheart, The Eight Competencies of Relationship selling, Macmillan India, 2005.
3. Assel, Consumer Behavior, Cengage, 6th Edition.
4. Kumar, Customer Relationship Management - A Database Approach, Wiley India, 2007.
5. Francis Buttle, Customer Relationship Management : Concepts & Tools, Elsevier, 2004. Zikmund. Customer Relationship Management, Wiley 2012

20MB3M3

INTEGRATED MARKETING COMMUNICATION

L T P C
3 0 0 3

OBJECTIVE:

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

UNIT I INTRODUCTION TO ADVERTISEMENT

9

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

UNIT II ADVERTISEMENT MEDIA

9

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

UNIT III SALES PROMOTION

9

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

UNIT IV PERSONAL SELLING

9

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

UNIT V PUBLICITY AND PUBLIC RELATIONS

9

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

TOTAL: 45 PERIODS

OUTCOME :

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

TEXTBOOKS:

1. Blakeman, Robyn. Integrated Marketing Communication: Creative Strategy from Idea to Implementation. United States, Rowman& Littlefield Publishers, 2018.
2. George E Belch and Michel A Belch, Advertising & Promotion, Tata McGraw Hill, 10th edition, 2014
3. Wells, Moriarty & Burnett, Advertising, Principles & Practice, Pearson Education, 7th Edition, 2007.

REFERENCES :

1. Kenneth Clow. Donald Baack, Integrated Advertisements, Promotion and Marketing communication, Prentice Hall of India, New Delhi, 3rd Edition, 2006.
2. Terence A. Shimp and J.Craig Andrews, Advertising Promotion and other aspects of Integrated Marketing Communications, CENGAGE Learning, 9th edition, 2016
3. S. H. H. Kazmi and Satish K Batra, Advertising & Sales Promotion, Excel Books, New Delhi, 3rd Revised edition edition, 2008.
4. Julian Cummings, Sales Promotion: How to Create, Implement and Integrate Campaigns that Really Work, Kogan Page, London, Fifth Edition Edition, 2010.

20MB3M4

RETAIL MANAGEMENT**LTPC
3 003****OBJECTIVES:**

- To understand the concept of effective Retailing Management includes Formats, Decisions & Shopper Behavior's impact.

UNIT – I INTRODUCTION**9**

Introduction, Meaning of Retailing - Retailing Management Decision Process- Product Retailing vs. Service Retailing - Types of Retailers– Challenges and opportunities – Retail trends in India – Socio economic and technological Influences on retail management – Government of India policy implications on retails.

UNIT – II RETAIL FORMATS**9**

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

UNIT – III RETAILING DECISIONS**9**

Choice of retail locations - Factors Affecting Retail Location Decisions- internal and external atmospherics – Positioning of retail shops – Building retail store Image - Retail service quality management– Retail Supply Chain Management – Retail Pricing Decisions.Mercandising and category management – Activities of a Merchandiser.

UNIT – IV RETAIL SHOP MANAGEMENT**9**

Visual Merchandise Management – Space Management – Retail Inventory Management – Retail accounting and audits - Retail store brands – Retail advertising and promotions – E-Tailing- Introduction - E-tailing - Technology in Retail Marketing Decisions - Factors Influences the Growth of E-Tailing - Advantages & Disadvantages of E-Tailing.

UNIT – V RETAIL SHOPPER BEHAVIOUR**9**

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

TOTAL: 45 PERIODS**OUTCOMES:**

- To manage the retail chains and understand the Retail Customer's Behavior.

TEXT BOOKS:

1. Retail Management: An Effective Management Strategy for Retail Store Managers. N.p., Nestfame Creations Pvt. Ltd., 2019.
2. Michael Havy ,Baston, Aweitz and Ajay Pandit, Retail Management, Tata Mcgraw Hill, Sixth Edition, 2007
3. Ogden, Integrated Retail Management, Biztantra, India, 2008.

REFERENCES:

1. Patrick M. Dunne and Robert F Lusch, Retailing, Thomson Learning, 4th Edition 2008.
2. Chetan Bajaj, Rajnish Tow and Nidhi V. Srivatsava, Retail Management, Oxford University Press, 2007.
3. SwapnaPradhan, Retail Management -Text and Cases, Tata McGraw Hill, 3rd Edition,2009

20MB3M5

SERVICES MARKETING

LTP C
3 0 0 3:

OBJECTIVES:

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

UNIT I INTRODUCTION

9

Definition – Service Economy – Evolution and growth of service sector – Nature and Scope of Services – Unique characteristics of services - Challenges and issues in Services Marketing Goods & Services marketing - Characteristics of services, Classifications of services.

UNIT II SERVICE MARKETING OPPORTUNITIES

9

Environment of Service Marketing (Micro as well as Macro) - Assessing service market potential - Classification of services – Expanded marketing mix – Service marketing – Environment and trends – Service market segmentation, targeting and positioning.

UNIT III SERVICE DESIGN AND DEVELOPMENT

9

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

UNIT IV SERVICE DELIVERY & CREATING VALUE IN A COMPETITIVE MARKET

9

Positioning a service in the market, value addition to the service product, planning and branding service products, new service development. Positioning of services – Designing service delivery System, Service Channel – Pricing of Services, methods – Service marketing triangle - Integrated Service Marketing Communication

UNIT V MARKETING PLANS AND STRATEGIES FOR SERVICES

9

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

TOTAL: 45 PERIODS

OUTCOMES:

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

TEXT BOOKS:

1. Bateson, John E.G., and Hoffman, K. Douglas. Services Marketing: Concepts, Strategies, & Cases. United States, Cengage Learning, 2017.
2. Services Marketing , Christopher H. Lovelock and Jochen Wirtz, Pearson Education, New Delhi, 7th edition, 2011
3. Marketing of Services, Hoffman, Cengage Learning, 1st Edition, 2008
Services Marketing , Helen Woodroffe, McMillan, 2003

REFERENCES:

1. Services Marketing Operation Management and Strategy, Kenneth E Clow, et al, Biztantra, 2nd Edition, New Delhi, 2004
2. Services Marketing, 5th International Edition, Valarie Zeithaml et al, Tata McGraw Hill, 2007

20MB3M6

SUPPLY CHAIN MANAGEMENTLTPC
3003**OBJECTIVE:**

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

UNIT I INTRODUCTION 9

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

UNIT II STRATEGIC SOURCING 9

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

UNIT III SUPPLY CHAIN NETWORK 9

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

UNIT IV PLANNING DEMAND, INVENTORY AND SUPPLY 9

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

UNIT V CURRENT TRENDS 9

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

TOTAL: 45 PERIODS**OUTCOME:**

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

TEXTBOOKS:

1. Mangan, John, and Lalwani, Chandra C.. Global Logistics and Supply Chain Management. United Kingdom, Wiley, 2016.
2. Janat Shah, Supply Chain Management – Text and Cases, Pearson Education, 2009.
3. Sunil Chopra and Peter Meindl, Supply Chain Management-Strategy Planning and Operation, PHI Learning / Pearson Education, Sixth edition, 2015.

REFERENCES :

1. Ballou Ronald H, Business Logistics and Supply Chain Management, Pearson Education, 5th Edition, 2007.
2. David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi, Designing and Managing the Supply Chain: Concepts, Strategies, and Cases, Tata McGraw-Hill, 2005.
3. Altekar Rahul V, Supply Chain Management-Concept and Cases, PHI, 2005.
4. Shapiro Jeremy F, Modeling the Supply Chain, Cengage, Second Reprint , 2002.
5. Joel D. Wisner, G. Keong Leong, Keah-Choon Tan, Principles of Supply Chain Management- A Balanced Approach, South-Western, Cengage, 2012.

20MB3M7

INTERNATIONAL MARKETING

LT P C
3 0 0 3

OBJECTIVE:

To explicit the students with a perspective of International Marketing Management, its environment and complexities

Unit I Introduction to International Marketing 9

Introduction, Scope of International Marketing, International Marketing vs. Domestic Marketing, Principles of International Marketing, Customer value and the value equation, Competitive or differential advantage, Management Orientations, MNCs and TNCs, Benefits of international marketing - International Marketing Environment - International Trade Environment

Unit II International Market Entry Strategies & International Marketing Research 9

Introduction, Different Entry Modes and Market Entry Strategies, joint Ventures, Strategic Alliances, Direct Investment, Manufacturing and Franchising - Concept of Marketing Research, Need for Marketing Research, Approach to Marketing Research, Scope of International Marketing Research, International Marketing Research Process, market surveys, marketing information system

Unit III International Product Policy and Planning 9

Introduction, Products: National and International, the new Product Development, International Product Planning, Product Adoption and Standardization, International Market Segmentation, Influences on Marketing Plan and Budget, International Product Marketing, Marketing of Services

Unit IV International Pricing Policy & Distribution and Logistics Planning 9

Introduction, Price and Non-Price Factors, Methods of Pricing, International Pricing Strategies, Dumping and Price Distortion, Counter Trade - International Logistics Planning, Distribution – Definition and Importance, Direct and Indirect Channels, factors Involved in Distribution Systems, Modes of Transportation, International Packaging - International Promotional Strategies

Unit V Foreign Markets and Export Marketing 9

Introduction, choosing appropriate mode of operations, Issues Related to Exports, processing an Export Order, Entering into export contract, Export Pricing and Costing, Export -Import (EXIM) Policy- Export Marketing Documentation: Introduction, Significance of export documentation, the statutory control, declaration forms, disposal of export documentation form, major documents - Foreign Exchange and Foreign Currency- Foreign Trade Policy - Legal and Ethical Issues in International Marketing

TOTAL: 45 PERIODS

OUTCOMES:

Come out with developed skills in researching and analyzing trends in global markets and in modern marketing practice on International Markets.

TEXTBOOKS:

1. Helsen, Kristiaan, and Kotabe, Masaaki (Mike). Global Marketing Management. United Kingdom, Wiley, 2020.
2. Douglas and Craig. Global Marketing Strategy. McGraw-Hill, Inc.
3. Keegan and Green. Global Marketing. Pearson-Prentice Hall.

REFERENCES:

1. Keegan, W. J. And M. C. Green. "Global Marketing". Global Edition. Seventh Edition. Pearson Prentice Hall 2013.
2. Johny Johansson, "GLOBAL MARKETING: Foreign Entry, Local Marketing, and Global Management", Fifth Edition, McGraw Hill International Edition, 2009
3. Hollensen, S (2010), Global marketing. Financial Times/Prentice Hall.
4. Ghauri, P. N. and P.R. Cateora (2010), International marketing. McGraw Hill

20MB3M8

DIGITAL MARKETING

**LTPC
3 0 0 3**

OBJECTIVE:

To make the students understand the various methods and medias in digital marketing

UNIT 1

9

Introduction of the digital marketing• Digital vs. Real Marketing• Digital Marketing Channels - Creating initial digital marketing plan • Content management• SWOT analysis• Target group analysis - Web design• Optimization of Web sites • MS Expression Web

UNIT – 2

9

SEO Optimization • Writing the SEO content - Google AdWords- creating accounts • Google AdWords- types - Introduction to CRM• CRM platform• CRM models

UNIT – 3

9

Introduction to Web analytics • Web analytics - levels• Introduction of Social Media Marketing Creating a Facebook page • Visual identity of a Facebook page • Types of publications Business opportunities and Instagram options• Optimization of Instagram profiles• Integrating Instagram with a website and other social networks – Keeping up with posts

UNIT – 4

9

Business tools on LinkedIn• Creating campaigns on LinkedIn • Analyzing visitation on LinkedIn Creating business accounts on YouTube • YouTube Advertising • YouTube Analytics - Creating a Facebook page • Visual identity of a Facebook page • Types of publications

UNIT – 5

9

Facebook Ads• Creating Facebook Ads• Ads Visibility
E-mail marketing• E-mail marketing plan• E-mail marketing campaign analysis
Digital Marketing Budgeting- resource planning- cost estimating- cost budgeting- cost control

TOTAL: 45 PERIODS

OUTCOME:

Ability to market product and services through digital marketing tools

Text book

1. The Beginner's Guide to Digital Marketing (2015). Digital Marketer.Pulizzi,J.(2014) Epic Content Marketing, Mcgraw Hill Education.

Reference book

1. Ryan, D. (2014). Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, Kogan Page Limited.

20MB3F1

BANKING FINANCIAL SERVICES MANAGEMENT

LTTC
3003**OBJECTIVES:**

- To grasp how banks raise their sources and how they deploy it and manage the associated risks

UNIT I OVERVIEW OF INDIAN BANKING SYSTEM 9
Overview of Indian Banking System, Functions of banks, key Acts governing the functioning of Indian banking system – RBI Act 1934, Negotiable Instruments Act 1881, Banking Regulations Act 1948 – Rights and obligations of a banker, Overview of Financial statement of banks – Balance sheet and Income Statement.

UNIT II SOURCES AND APPLICATION OF BANK FUNDS 9
Capital adequacy, Deposits and non-deposit sources, Designing of deposit schemes and pricing of deposit services, application of bank funds – Investments and Lending functions, Types of lending – Fund based, non-fund based, asset based – Different types of loans and their features, Major components of a typical loan policy document, Steps involved in Credit analysis, Credit delivery and administration, Pricing of loans, Customer profitability analysis.

UNIT II CREDIT MONITORING AND RISK MANAGEMENT 9
Need for credit monitoring, Signals of borrowers’ financial sickness, Financial distress prediction models – Rehabilitation process, Risk management – Interest rate, liquidity, forex, credit, market, operational and solvency risks – risk measurement process and mitigation, Basic understanding of NPAs and ALM.

UNIT IV MERGERS, DIVERSIFICATION AND PERFORMANCE EVALUATION 9
Mergers and Diversification of banks into securities market, underwriting, Mutual funds and Insurance business, Risks associated therewith. Performance analysis of banks – background factors, ratio analysis and CAMELS.

UNIT V HIGH TECH E-BANKING 9

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

TOTAL: 45 PERIODS**OUTCOME:**

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

TEXTBOOKS:

1. Padmalatha, Suresh, and Justin, Paul. Management of Banking and Financial Services: United States, Pearson Education India, 2018.
2. Meera Sharma, “Management of Financial Institutions – with emphasis on Bank and Risk Management”, PHI Learning Pvt. Ltd., New Delhi 2010.

REFERENCES :

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

CORPORATE FINANCE		LTPC
20MB3F2		3 003
OBJECTIVES:		
Student will acquire Nuances involved in short term corporate financing and excellent ethical practices		
UNIT I	INDUSTRIAL FINANCE	9
Indian Capital Market – Basic problem of Industrial Finance in India. Equity – Debenture financing– Guidelines from SEBI, advantages and disadvantages and cost of various sources of Finance - Finance from international sources, financing of exports – role of EXIM bank and commercial banks.– Finance for rehabilitation of sick units.		
UNIT II	SHORT TERM-WORKING CAPITAL FINANCE	6
Estimating working capital requirements – Approach adopted by Commercial banks, Commercial paper-Public deposits and inter corporate investments.		
UNIT III	ADVANCED FINANCIAL MANAGEMENT	12
Appraisal of Risky Investments - certainty equivalent of cash flows and risk adjusted discount rate - risk analysis in the context of DCF methods using Probability information - nature of cash flows - Sensitivity analysis - Simulation and investment decision, Decision tree approach in investment decisions.		
UNIT IV	FINANCING DECISION	10
Simulation and financing decision - cash inadequacy and cash insolvency - determining the probability of cash insolvency- Financing decision in the Context of option pricing model and agency costs- Inter-dependence of investment- financing and Dividend decisions.		
UNIT V	CORPORATE GOVERNANCE	8
Corporate Governance - SEBI Guidelines- Corporate Disasters and Ethics-Corporate Social Responsibility-Stakeholders and Ethics- Ethics, Managers and Professionalism.		

TOTAL: 45 PERIODS

OUTCOME :

Good ethical corporate manager

TEXTBOOKS:

1. Principles of Corporate Finance, 12/e. United States, McGraw-Hill Education, 2018.
2. Richard A.Brealey, StewartC.Myers and Mohanthy, Principles of Corporate Finance, Tata McGraw Hill,
3. M.Y Khan, Indian Financial System, Tata McGraw Hill, 6th Edition, 2011
4. Smart, Megginson, and Gitman, Corporate Finance, 2nd Edition, 2011.

REFERENCES :

1. Krishnamurthy and Viswanathan, Advanced Corporate Finance, PHI Learning, 2011.
2. Website of SEBI
3. Besley, Brigham, Parasuraman, Corporate Finance, Cengage Learning, 2015
4. Michael C.Ehrhardt, Eugene F.Brigham, Corporate Finance – A focused approach, Cengage Learning, 2011.
5. Madura, International Corporate Finance, 10th edition, Cengage Learning, 2014.

20MB3F3

DERIVATIVES MANAGEMENT

LTPC
3003**OBJECTIVE:**

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

UNIT I INTRODUCTION 9

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

UNIT II FUTURES CONTRACT 9

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

UNIT III OPTIONS 9

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

UNIT IV SWAPS 9

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

UNIT V DERIVATIVES IN INDIA 9

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

TOTAL: 45 PERIODS**OUTCOME :**

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

TEXTBOOKS:

1. Khatri, Dhanesh Kumar. Derivatives and Risk Management. India, Prentice Hall India Pvt., Limited, 2016.
2. David Dufsky – 'Option and Financial Futures – Valuation and Uses, McGraw Hill International Edition.
3. Don M. Chance, Robert Brooks, An Introduction to Derivatives and Risk Management, 9th edition, Cengage, 2015.

REFERENCES :

1. John. C. Hull, 'Options, Futures and Other Derivative Securities', PHI Learning, 9th Edition, 2012
2. Keith Redhead, 'Financial Derivatives – An Introduction to Futures, Forwards, Options and SWAPs', – PHI Learning, 2011.
3. S. L. Gupta, 'Financial Derivatives- Theory, Concepts and Practice', Prentice Hall of India, 2011.
4. Stulz, 'Risk Management and Derivatives', Cengage, 2nd Edition, 2011.
5. Varma, 'Derivatives and Risk Management', 2nd Edition, 2011.
6. Website of NSE, BSE.

20MB3F7

INTERNATIONAL FINANCIAL MANAGEMENT

L T P C
3003**OBJECTIVES:**

International finance is an important tool to find the exchange rates, compare inflation rates, get an idea about investing in international debt securities, ascertain the economic status of other countries and judge the foreign markets.

Unit I Core Concept of International Finance 9

The significance of International Financial ; World Monetary System; Challenges in Global Financial Market; Multinational Finance System; International and Multinational Banking.

Unit II International Banking and Financ 9

Exchange Rate Regime: A historical Perspective; International Monetary Fund: Modus Operandi; Fundamental of Monetary and Economic Unit; The Global Financial Market; Domestic and Offshore Market Structure of Foreign Market; Forward Quotation and Contracts; Exchange Rate Regime and the status of Foreign Exchange Market; International Trade in Foreign Market International Trade in Banking Service; Monetization of Banking Operation.

International Banking and Finance Structuring International Trade Transaction; Fundamental Equivalence Relationship; Structural Model For Foreign Exchange and Exposure Rates; Central Banking Intervention and Equivalence Approach; Issues in the Internalization Process of Foreign Investment and International Business.

Unit III Foreign Exchange Risk Management 9

Classification of Foreign Exchange and Exposure Unit; Management of Exchange Rate Risk Exposure - Currency and Interest Rates Futures; Currency Options; Financial Swap; Theories of Exchange rate Movement: Arbitrage and Law of One price' Inflation Risk and Currency Forecasting.

Unit IV Balance of Payment 9

Component of Balance Payment; Collection Reporting and Presentation of Statistics; International Flow of Goods, Service and Capital; Alternate Concept of "BOP Surplus" and "Deficits"

Unit V International Capital Budgeting & Taxation 9

Basics of Capital Budgeting; Issues in Financial Investment Analysis; International Project Appraisal; International Banking crises of 1982; Country Risk Analysis in International Banking - The objective of Taxation on International Investment; U.S. Taxation of Multinational Investment Corporation; Tax Incentives for Foreign Trade

TOTAL: 45 PERIODS**OUTCOMES:**

- Demonstrate basic understanding of Foreign Exchange Market and Rates with derivatives

TEXTBOOKS:

1. Hodrick, Robert, and Bekaert, Geert. International Financial Management. India, Cambridge University Press, 2017.
2. Shapiro, A.C., Multinational Financial Management, Prentice Hall of India.
3. International Financial Management: Eun and Resnick (latest Edition), Tata McGraw-Hil

REFERENCES:

1. Bhattacharya, B., Going International: Response Strategies of the Indian Sector, Wheeler Publishing, New Delhi.
2. Joseph Anbarasu, GLOBAL financial management, Anne, Delhi, 2010

20MB3H2

LABOUR LEGISLATIONS**LTPC
3 003****OBJECTIVE:**

- To have a broad understanding of the legal principles governing the employment relationship at individual and collective level in Organization.

Contained in the following acts are to be studied.

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

TOTAL: 45 PERIODS**OUTCOMES:**

- To appreciate the application of labour laws on legal provisions relating to Wages, Working Conditions and Labour Welfare.

TEXTBOOKS:

1. Industrial Relations, Trade Unions and Labour Legislation. India, Pearson India, 2017.
2. ArunMonappa, RanjeetNambudiri, PatturajaSelvaraj. Industrial relations &Labour Laws. Tata McGraw Hill. 2012

REFERENCES :

1. P.K. Padhi, Industrial Laws, PHI, 2008.
2. Kapoor N. D , Elements of Mercantile Law, Sultan Chand, 2008
3. Tax Mann, Labour Laws, 2008.
4. D. R. N. Sinha, InduBalasinha&SemmaPriyadarshiniShekar, Industrial Relation,Trade unions and Labour Legislation, 2004.
5. Srivastava, Industrial Relations and Labour laws, Vikas, 2007.
6. Respective Bare Acts.

20MB3H4 ORGANISATIONAL THEORY, DESIGN AND DEVELOPMENT

**LTPC
3003**

OBJECTIVE:

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

UNIT I ORGANISATION & ITS ENVIRONMENT 8

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

UNIT II ORGANIZATIONAL DESIGN

Organizational Design – Determinants – Components – Types – **15**
Basic Challenges of design –Differentiation, Integration, Centralization, Decentralization, Standardization, Muti Organic Structures-Technological and Environmental Impacts on Design-Importance of Design – Success and Implications for Managers.

UNIT III ORGANIZATIONAL CULTURE 6 6

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

UNIT IV ORGANISATIONAL CHANGE 6

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

UNIT V ORGANISATION EVOLUTION AND SUSTENANCE 10

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

TOTAL: 45 PERIODS

OUTCOME:

- Students will be able to analyze organizations more accurately and deeply by applying organizationtheory.

TEXTBOOKS:

1. Daft, Richard L.. Organization Theory and Design. United States, Cengage Learning, 2015.
2. Thomson G. Cummings and Christopher G. Worley, Organisational development and Change, Cengage, 9th edition 2011
3. Robbins Organisation Theory; Structure Design & Applications, Prentice Hall of India, 2009.

REFERENCES:

1. BhupenSrivastava, Organisational Design and Development: Concepts application, Biztantra a. 2010.
2. Robert A Paton, James McCalman, Change Management, A guide to effective implementation, Response Books, 2012.
3. Adrian Thorn Hill, Phil Lewis, Mike Mill more and Mark Saunders, Managing Change - A Human Resource Strategy Approach, Wiley, 2010.
4. Gareth R.Jones, Organisational Theory, Design & Change, Pearson Education, 6th Edition 2011.

20MB3H5

STRATEGIC HUMAN RESOURCE MANAGEMENT

**LTPC
300 3**

OBJECTIVE:

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

UNIT I HUMAN RESOURCE DEVELOPMENT 10

Meaning – Strategic framework for HRM and HRD – Vision, Mission and Values – Importance – Challenges to Organisations – HRD Functions - Roles of HRD Professionals - HRD Needs Assessment - HRD practices
– Measures of HRD performance – Links to HR, Strategy and Business Goals – HRD Program Implementation and Evaluation – Recent trends – Strategic Capability , Bench Marking and HRD Audit.

UNIT II E-HRM 6

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

UNIT III CROSS CULTURAL HRM 7

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

UNIT IV CAREER & COMPETENCY DEVELOPMENT 10

Career Concepts – Roles – Career stages – Career planning and Process – Career development Models– Career Motivation and Enrichment –Managing Career plateaus- Designing Effective Career Development Systems – Competencies and Career Management – Competency Mapping Models – Equity and Competency based Compensation

UNIT V EMPLOYEE COACHING & COUNSELING 12

Need for Coaching – Role of HR in coaching – Coaching and Performance – Skills for Effective Coaching – Coaching Effectiveness– Need for Counseling – Role of HR in Counseling - Components of Counseling Programs – Counseling Effectiveness – Employee Health and Welfare Programs – Work Stress – Sources - Consequences – Stress Management Techniques.- Eastern and Western Practices - Self Management and Emotional Intelligence.

TOTAL: 45 PERIODS

OUTCOME:

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

TEXTBOOKS:

1. Beaven, Karen. Strategic Human Resource Management: An HR Professional's Toolkit. United Kingdom, Kogan Page, 2019.
2. Randy L. Desimone, Jon M. Werner – David M. Mathis, Human Resource Development, Cengage Learning, Edition 6, 2012.
3. Paul Boselie. Strategic Human Resource Management. Tata McGraw Hill. 2012.

REFERENCES :

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

20MB3H7

STRESS MANAGEMENTLTPC
3003**COURSE OBJECTIVE:** To provide a broad physical, social and psychological

understanding of human stress. The main focus is on presenting a broad background of stress research.

UNIT I UNDERSTANDING STRESS – 9

Meaning–Symptoms–Works Related Stress–Individual Stress

UNIT II COMMON STRESS FACTORS TIME & CAREER PLATEAUING –

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

9

UNIT III CRISIS MANAGEMENT

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

9

UNIT IV WORK PLACE HUMOUR

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

9

UNIT V SELF DEVELOPMENT

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

9

COURSE OUTCOME:

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

TOTAL: 45 PERIODS

TEXT BOOKS

1. Waltschafer, Stress Management ,Cengage Learning, 5th Edition 2019.

REFERENCE BOOKS:

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

REFERENCES :

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

20MB3S2

DATA MINING FOR BUSINESS INTELLIGENCE

L T P C

3 0 0 3

OBJECTIVES :

- To know how to derive meaning from huge volume of data and information by understanding the knowledge discovering process in business decision making

UNIT I INTRODUCTION 9

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

UNIT II DATA WAREHOUSING 9

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

UNIT III DATA MINING TOOLS, METHODS AND TECHNIQUES 9

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

UNIT IV MODERN INFORMATION TECHNOLOGY AND ITS BUSINESS OPPORTUNITIES 9

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

UNIT V BI AND DATA MINING APPLICATIONS 9

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

TOTAL: 45 PERIODS

OUTCOMES :

- Able to evaluate the techniques of knowledge discovery for business applications

TEXTBOOKS:

1. Gedeck, Peter, et al. Data Mining for Business Analytics: Concepts, Techniques and Applications in Python. United Kingdom, Wiley, 2019.
2. Jaiwei Ham and MichelineKamber, Data Mining concepts and techniques, Kauffmann Publishers 3 rd edition, 2011
3. Efraim Turban, Ramesh Sharda, Jay E. Aronson and David King, Business Intelligence, 3 rd edition, Prentice Hall, 2014.

REFERENCES :

1. Ralph Kimball and Richard Merz, The data warehouse toolkit, John Wiley, 2005.
2. Michel Berry and Gordon Linoff, Mastering Data mining, John Wiley and Sons Inc, 3rd Edition, 2011
3. Michel Berry and Gordon Linoff, Data mining techniques for Marketing, Sales and Customer support, John Wiley, 3 rd edition 2011
4. G. K. Gupta, Introduction to Data mining with Case Studies, Prentice hall of India, 2014.
5. Giudici, Applied Data mining – Statistical Methods for Business and Industry, John Wiley. 2009
6. Elizabeth Vitt, Michael LuckevichStaciaMisner, Business Intelligence, Microsoft, 2011
7. Michalewicz Z., Schmidt M. Michalewicz M and Chiriac C, Adaptive Business Intelligence, Springer – Verlag, edition 2016
8. GalitShmueli, Nitin R. Patel and Peter C. Bruce, Data Mining for Business Intelligence – Concepts, Techniques and Applications Wiley, India ,3rd edition, 2016

20MB3S3

ENTERPRISE RESOURCES PLANNING

L T P C
3 0 0 3

OBJECTIVES :

- To understand the business process of an enterprise by grasping the activities of ERP project development cycle

UNIT I INTRODUCTION 8

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

UNIT II ERP SOLUTIONS AND FUNCTIONAL MODULES 10

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

UNIT III ERP IMPLEMENTATION 10

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

UNIT IV POST IMPLEMENTATION 8

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

UNIT V EMERGING TRENDS ON ERP 9

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

TOTAL: 45 PERIODS

OUTCOMES

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

TEXTBOOKS:

1. O'Sullivan, Jill, and Caiola, Gene. Enterprise Resource Planning Concepts: Understanding the Power of ERP for Today's Businesses. United States, IMAE Publications A Division of DMMSI Associates, Incorporated, 2016.
2. Alexis Leon, ERP demystified, second Edition Tata McGraw-Hill, 2008.
3. Sinha P. Magal and Jeffery Word, Essentials of Business Process and Information System, Wiley India, 2012

REFERENCES :

1. Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill, 2008
2. Alexis Leon, Enterprise Resource Planning, third edition, Tata McGraw-Hill, 2014.
3. MahadeoJaiswal and Ganesh Vanapalli, first edition,ERP Macmillan India, 2013
4. Vinod Kumar Grag and N.K. Venkitakrishnan, ERP- Concepts and Practice, second edition Prentice Hall of India, 2009.
5. Summer, ERP, Pearson Education, 2016

20MB3S4 SOFTWARE PROJECT MANAGEMENT AND QUALITY L T P C
3 0 0 3

OBJECTIVES:

- To understand the various software project management phases – Initiation, Planning, Tracking and Closure includes various project estimation methodologies, process models and risk management

UNIT I PROJECT MANAGEMENT OVERVIEW 8

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

UNIT II PROJECT PLANNING 10 Project Planning Activities- Project Scope, Work Breakdown Structures (WBS), Software estimation methodologies - COCOMO Model and Function Point **Project Scheduling Techniques** – Program Evaluation and Review Technique (PERT), Gantt Chart and Critical Path Method (CPM)

UNIT III PROJECT TRACKING 10

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

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

UNIT IV PROJECT CLOSURE 8

Project Closure Analysis, Lesson Learnt

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

UNIT V AGILE PROJECT MANAGEMENT WITH SCRUM 9

Agile Manifesto and Agile Principles

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

TOTAL:45 PERIODS

OUTCOMES:

- Manage different phases of Software Project Management by identifying Risk and applying software quality assurance for better quality software delivery.

TEXTBOOKS:

1. Villafiorita, Adolfo. Introduction to Software Project Management. United States, CRC Press, 2016.

REFERENCES:

1. Bob Hughes and Mike Cotterell, Software Project Management, Tata McGraw Hill, 5 Edition
2. Jalote, "Software Project Management in Practice", Pearson Education
3. Ramesh, Gopalaswamy, "Managing Global Projects", Tata McGraw Hill
4. Ken Schwaber, Agile Project Management with Scrum, Microsoft Press

ONLINE RESOURCES:

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

20MB3S5

E-BUSINESS MANAGEMENT

LTPC
3 003

OBJECTIVES:

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

UNIT I INTRODUCTION TO e-BUSINESS 8

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

UNIT II TECHNOLOGY INFRASTRUCTURE 10

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

UNIT III BUSINESS APPLICATIONS 10

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

UNIT IV E-BUSINESS PAYMENTS AND SECURITY 9

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

UNIT V LEGAL AND PRIVACY ISSUES 8

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

TOTAL: 45 PERIODS

OUTCOMES:

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

TEXTBOOKS:

1. Bocij, Paul. E-Business: Technology, Strategy and Management. United Kingdom, Routledge, 2019.
2. Harvey M. Deitel, Paul J. Deitel, Kate Steinbuhler, e-business and e-commerce for managers, Pearson, 2011.
3. Efraim Turban, Jae K. Lee, David King, Ting Peng Liang, Deborah Turban, Electronic Commerce – A managerial perspective, Pearson Education Asia, 2010.

REFERENCES

1. Kelly Goetsch - e Commerce in the Cloud, O Reilly Media,2014.
2. ParagKulkarni, SunitaJahirabadkao, PradeepChande, ebusiness, Oxford University Press, 2012.
3. Hentry Chan &el, E-Commerce–fundamentals and Applications, Wiley India Pvt Ltd, 2007.
4. GaryP.Schneider,Electroniccommerce,Thomsoncoursetechnology,Fourthannualedition,2007
5. Bharat Bhasker, Electronic Commerce, Framework technologies and Applications, 3rd Edition. Tata McGraw Hill Publications, 2009
6. Kamlesh K. BajajandDebjaniNag, Ecommerce- the cutting edge of Business, Tata McGraw Hill Publications, 7threprint, 2009.
7. Kalakotaet al, Frontiers ofElectronicCommerce,AddisonWesley,2004
8. MichealPapaloelon and Peter Robert, e-business, Wiley India, 2006.
9. Michael Miller, Cloud Computing: Web-Based Applications That Change the Way You Work and Collaborate Online, Que Publishing, 2009

20MB3S6

INFORMATION AND SECURITY MANAGEMENT

LTP C
3003**OBJECTIVE**

To Identify and analyze the security threats and attacks and apply device suitable security policies and standards.

UNIT I: INTRODUCTION, NEED, ETHICAL AND PROFESSIONAL ISSUES**9**

Introduction to Information Security - The History of Information Security- Critical Characteristics of Information - NSTISSC Security Model - Components of an Information System - Securing Components - Balancing Information Security and Access - The Systems Development Life Cycle - The Security Systems Development Life Cycle. The Need for Security: Introduction - Business Needs First -Threats -Attacks. Ethics and Information Security - Codes of Ethics and Professional Organizations.

UNIT II: RISK MANAGEMENT AND INFORMATION SECURITY**9**

Introduction - An Overview of Risk Management - Risk Identification -Risk Assessment - Risk Control Strategies - Selecting a Risk Control Strategy - Risk Management Discussion Points - Documenting Results - Recommended Practices in Controlling Risk.

UNIT III: POLICIES, STANDARDS, PRACTICES AND BUSINESS CONTINUITY**9**

Introduction - Information Security Policy, Standards and Practices -The Information Security Blueprint: ISO 17799/BS 7799, ISO 27001and its controls - NIST Security Models - Design of Security Architecture - Security Education, Training and Awareness Program - Continuity Strategies

UNIT IV SECURITY TECHNOLOGY: INTRUSION DETECTION, ACCESS CONTROL, AND SECURITY TOOLS**12**

Introduction - Intrusion Detection and Prevention Systems: IDPS - Terminology, Use of IDPS, Strengths and Limitations of IDPS- Honey Pots, Honey Nets, and Padded Cell Systems - Scanning and Analysis Tools - Access Control Devices – Physical Security - Security and Personnel--- Attacks on Wireless Networks: Other Security Risks in Wireless Networks - Management and Mitigations for Wireless Networks

UNIT V LAWS AND LEGAL FRAMEWORK**6**

Introduction - Information Security and the Law: The Rising Need -Understanding the Laws for Information Security: A Conceptual Framework - The Indian IT Act - Laws for Intellectual Property Rights (IPR) - Health Insurance Portability and Accountability Act (HIPAA) -Gramm-Leach-Bliley Act (GLBA) - Overview of Sarbanes-Oxley (SOX) - Building Security into Software/System Development Life Cycle. (5)

TOTAL : 45 periods**OUTCOME**

Employ appropriate intrusion detection and prevention systems to ensure information security.

TEXT BOOKS

1. Whitman, Michael E., and Mattord, Herbert J.. Principles of Information Security. United States, Cengage Learning, 2017.

REFERENCE BOOKS

1. Mark Merkow and Jim Breithaupt," Information Security - Principles & Practices", Second Edition, Pearson Education, 2014

20MB3P1

LOGISTICS MANAGEMENT**L TPC
3 0 0 3****OBJECTIVE:**

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

UNIT I INTRODUCTION**9**

Definition and Scope of Logistics – Functions & Objectives – Customer Value Chain – Service Phases and attributes – Value added logistics services – Role of logistics in Competitive strategy– Customer Service

UNIT II DISTRIBUTION CHANNELS AND OUTSOURCING LOGISTICS**9**

Distribution channel structure - channel members, channel strategy, role of logistics and support in distribution channels. Logistics requirements of channel members. Logistics outsourcing – catalysts, benefits, value proposition. Third and fourth party logistics. Selection of service provider.

UNIT III TRANSPORTATION AND PACKAGING**9**

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

UNIT IV PERFORMANCE MEASUREMENT AND COSTS**9**

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

UNIT V CURRENT TRENDS**9**

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

TOTAL: 45 PERIODS**OUTCOME :**

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

TEXTBOOKS:

1. Bierwirth, Christian. Logistics Management: Strategies and Instruments for Digitalizing and Decarbonizing Supply Chains - Proceedings of the German Academic Association for Business Research, Halle, 2019. Germany, Springer International Publishing, 2019.
2. Bowersox Donald J, Logistics Management – The Integrated Supply Chain Process, Tata McGraw Hill, 3rd edition 2016
3. Sople Vinod V, Logistics Management – The Supply Chain Imperative, Pearson Education, 3rd Edition, 2012.

REFERENCES :

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

OBJECTIVE:

- Understand how material management should be considered for profitability

UNIT I INTRODUCTION 9

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

UNIT II MATERIALS PLANNING 9

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

UNIT III INVENTORY MANAGEMENT 9

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

UNIT IV PURCHASING MANAGEMENT 9

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

UNIT V WAREHOUSE MANAGEMENT 9

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

TOTAL: 45 PERIODS**OUTCOME :**

- Student gains knowledge on effective utilisation of materials in manufacturing and service organization

TEXTBOOKS:

1. Gopalakrishnan, P., and Haleem, Abid. Handbook Of Materials Management. India, PHI Learning, 2015.
2. J.R.Tony Arnold, Stephen N. Chapman, Lloyd M. Clive, Materials Management, Pearson, 2012.
3. P. Gopalakrishnan, Purchasing and Materials Management, Tata McGraw Hill, 2012

REFERENCES :

1. A.K.Chitale and R.C.Gupta, Materials Management, Text and Cases, PHI Learning, 2nd Edition, 2006
2. A.K.Datla, Materials Management, Procedure, Text and Cases, PHI Learning, 2nd Edition, 2006
3. Ajay K Garg, Production and Operations Management, Tata McGraw Hill , 2012
4. Ronald H. Ballou and Samir K. Srivastava, Business Logistics and Supply Chain Management, Pearson education, Fifth Edition
5. S. N. Chary, Production and Operations Management, Tata McGraw Hill , 201

20MB3P3

PRODUCT DESIGN

LTPC
3 0 0 3

OBJECTIVE:

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

UNIT I INTRODUCTION 9

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

UNIT II PRODUCT PLANNING 9

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

UNIT III PRODUCT CONCEPT 9

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

UNIT IV INDUSTRIAL DESIGN AND DESIGN TOOLS 9

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

UNIT V PATENTS 9

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

TOTAL: 45 PERIODS

OUTCOME

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

TEXTBOOKS:

1. Franco, Tiago, and Costa, Beatriz. Product Design Process: The Manual for Digital Product Design and Product Management. Argentina, Imaginary Cloud Limited, 2019.
2. Karl T. Ulrich, Steven D. Eppinger, Anita Goyal Product Design and Development, Tata McGraw – Hill, Fourth Edition, reprint 2009.
3. Kenneth B.Kahn, New Product Planning, Sage, 2nd Edition 2011.

REFERENCES:

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

20MB3P4

PROJECT MANAGEMENT

LTPC
3 0 0 3**OBJECTIVE:**

- To learn the concepts of managing projects.

UNIT I INTRODUCTION TO PROJECT MANAGEMENT 9

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

UNIT II PLANNING AND BUDGETING 9

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

UNIT III SCHEDULING & RESOURCE ALLOCATION 9

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

UNIT IV CONTROL AND COMPLETION 9

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

UNIT V PROJECT ORGANISATION & CONFLICT MANAGEMENT 9

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

TOTAL: 45 PERIODS**OUTCOME:**

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

TEXTBOOKS:

1. Institute, Project Management. A Guide to the Project Management Body of Knowledge (PMBOK(R) Guide-Sixth Edition / Agile Practice Guide Bundle (HINDI). United States, Project Management Institute, 2019.
2. Clifford Gray and Erik Larson, Project Management, Tata McGraw Hill Edition, 6e,2014.
3. John M. Nicholas, Project Management for Business and Technology - Principles and Practice, Second Edition, Pearson Education,5th Edition 2016

REFERENCES:

1. Gido and Clements, Successful Project Management, sixth Edition, Cengage, 2015.
2. Harvey Maylor, Project Management, Fourth Edition, Pearson Education, 2010

20MB3P5

SERVICES OPERATIONS MANAGEMENT

LTPC
3 0 0 3

OBJECTIVE:

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

UNIT I INTRODUCTION 9
 Services – Importance, role in economy, service sector – growth; Nature of services -Service classification , Service Package, distinctive characteristics , open-systems view; Service Strategy – Strategic service vision, competitive environment, generic strategies, winning customers; Role of information technology; stages in service firm competitiveness; Internet strategies - Environmental strategies.

UNIT II SERVICE DESIGN 9
 New Service Development – Design elements – Service Blue-printing - process structure – generic approaches –Value to customer; Retail design strategies – store size – Network configuration ; Managing Service Experience –experience economy, key dimensions ; Vehicle Routing and Scheduling

UNIT III SERVICE QUALITY 9
 Service Quality- Dimensions, Service Quality Gap Model; Measuring Service Quality –SERVQUAL - Walk-through Audit; Quality service by design - Service Recovery - Service Guarantees; Service Encounter – triad, creating service orientation, service profit chain; Front-office Back-office Interface– service decoupling.

UNIT IV SERVICE FACILITY 9
 Services capes – behaviour - environmental dimensions – framework; Facility design – nature, objectives, process analysis – process flow diagram, process steps, simulation; Service facility layout; Service Facility Location – considerations, facility location techniques – metropolitan metric, Euclidean, centre of gravity, retail outlet location , location set covering problem

UNIT V MANAGING CAPACITY AND DEMAND 9
 Managing Demand – strategies; Managing capacity – basic strategies, supply management tactics, operations planning and control; Yield management; Inventory Management in Services– Retail Discounting Model, Newsvendor Model; Managing Waiting Lines –Queuing systems, psychology of waiting; Managing for growth-expansion strategies, franchising , globalization.

TOTAL: 45 PERIODS

OUTCOME:

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

TEXTBOOKS:

1. Parker, David W.. Service Operations Management, Second Edition: The Total Experience. United Kingdom, Edward Elgar Publishing, Incorporated. Edition 2015
2. James A. Fitzsimmons, Service Management – Operations, Strategy, Information Technology, Tata McGraw-Hill – 7th Edition 2013.
 Richard Metters, Kathryn King-Metters, Madeleine Pullman, Steve Walton Successful Service Operations 2nd Edition ,2012Management, South-Western, Cengage Learning,

REFERENCES :

1. CengizHaksever, Barry Render, Roberta S. Russell, Rebert G. Murdick, Service Management and Operations, Pearson Education – Second Edition.
2. Robert Johnston, Graham Clark, Service Operations Management, Pearson Education, 2nd Edition, 2005.
3. Bill Hollins and Sadie Shinkins, Managing Service Operations, Sage, 2006
4. J.Nevan Wright and Peter Race, The management of service operations, Cengage, 2nd Edition, 2004

OBJECTIVE:

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

UNIT I INTRODUCTION 9

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

UNIT II STRATEGIC SOURCING 9

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

UNIT III SUPPLY CHAIN NETWORK 9

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

UNIT IV PLANNING DEMAND, INVENTORY AND SUPPLY 9

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

UNIT V CURRENT TRENDS 9

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

TOTAL: 45 PERIODS**OUTCOME:**

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

TEXTBOOKS:

1. Mangan, John, and Lalwani, Chandra C.. Global Logistics and Supply Chain Management. United Kingdom, Wiley, 2016.
2. Janat Shah, Supply Chain Management – Text and Cases, Pearson Education, 2009.
3. Sunil Chopra and Peter Meindl, Supply Chain Management-Strategy Planning and Operation, PHI Learning / Pearson Education, Sixth edition, 2015.

REFERENCES :

1. Ballou Ronald H, Business Logistics and Supply Chain Management, Pearson Education, 5th Edition, 2007.
2. David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi, Designing and Managing the Supply Chain: Concepts, Strategies, and Cases, Tata McGraw-Hill, 2005.
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ANNEXURE 1

K.L.N. COLLEGE OF ENGINEERING (AUTONOMOUS) – POTTAPALAYAM

MBA Value Added Courses – Approved in MBA BOS on 31st Jan 2022

Course Code	Course Name	Department offering
20MB3V1	Inbound Marketing	MBA
20MB3V2	Tally ERP	MBA
20MB3V3	Human Values and Business Ethics	MBA

OBJECTIVES

- To understand the Principles of Digital Marketing
- To learn the applications of Search Engine Optimization, Search Engine Marketing
- To learn the applications of Social Media Optimization, Social Media Marketing with respect to Facebook, Twitter, LinkedIn & YouTube, Email Marketing
- To learn the applications of E-mail Marketing

PRE-REQUISITE: To develop Employability & Entrepreneurship skills.

- 1) **Principles of Digital marketing** (1)
 - Introduction to Online Marketing – Online Marketing Types
- 2) **Search Engine Optimization (SEO)** (3)
 - Introduction to SEO- Search Engine Algorithms and Updates- On page /Off Page Optimization strategies- Reports and SERP Management- Google My Business- Competition Analysis
- 3) **Search Engine Marketing (SEM)** (3)
 - Introduction to SEM- AdWords tools- Campaign Setup- AdGroups and Keywords setup- Bidding strategies- Google AdWords account and billing settings
- 4) **Social Media Optimization (SMO)** (6)
 - Introduction to Social Media Marketing(SMM)- *Facebook, Twitter, LinkedIn, Instagram* - account setup- business page setup- Types of Business pages- Increase the Likes to page- Increase the Follows to page- Page management options- Types of Posts and Statistics –Groups; *YouTube* - Creating a Channel – Uploading and Optimising the videos- Get more Subscribe and views; Impact of Social Media marketing on SEO
- 5) **Email &Referral Marketing** (2)
 - Introduction to Email Marketing, Benefits of email marketing, Email Marketing Software, Designing Newsletters - Referral marketing and its significance.

Outcomes

- Apply Search Engine Optimization, Search Engine Marketing tools and techniques
- Apply Social Media Optimization, Social Media Marketing with respect to Facebook, Twitter, LinkedIn & YouTube, Email Marketing tools and techniques
- Apply E-mail Marketing tools and techniques

Reference books

- Mastering Online Marketing;MagnusUnemyr ;Amazon Asia-Pacific Holdings Private Limited; ASIN : B0154B2FL6
- Seema Gupta, “Digital Marketing”, Mcgraw Hill, 2nd Edition 2020
- Simon Kingsnorth, “Digital Marketing Strategy”,Kogan Page, 2nd edition,2019

OBJECTIVES

To learn the following applications through Tally ERP

- To learn the applications of company accounts with GST
- To learn the applications of Accounting Voucher maintenance
- To learn the applications of Inventory management
- To learn the applications of Payroll System

PRE-REQUISITE: To develop Employability & Entrepreneurship skills.

- 1) Introduction to Tally (2)
- 2) Accounts Information- Ledgers, Groups (2)
- 3) Inventory Information- Stock Groups, Stock Items, Units of Measure (2)
- 4) Accounting Vouchers- Receipts Vouchers, Payment Vouchers, Purchase Vouchers, Sales Vouchers, Contra Vouchers, Journal Vouchers Debit Note, Credit Note, Memorandum Vouchers (3)
- 5) Warehouse(Godowns) (2)
- 6) Date Management- More than one year company creation, Change Period (2)
- 7) Payroll System (3)
- 8) Discount Management-Cash Discount, Trade Discount, Vouchers Types, Back up, Restore (3)
- 9) Display- Trial Balance, Day Book, Account books, Statement of Accounts, Inventory Books Statements of Inventory, Cash/fund flow, Payroll Reports, List of Accounts Exception Reports, Print Management (3)
10. Various Types of Company- Traders, Processional, Opening Balance with New Company Other Options (3)
11. GST- CGST, SGST, IGST (3)
12. Printout Management (2)

OUTCOMES:

Applications of following through Tally ERP

- Process Company accounts with GST
- Accounting Voucher maintenance
- Inventory management
- Manage Payroll System

Reference book

- **GST Using Tally.ERP 9;** ISBN : 978-81-934845-4-8; Publisher : Sahaj Enterprises Author: Tally Education Pvt. Ltd., 2019

20MB3V3 HUMAN VALUES AND BUSINESS ETHICS L T P C
30 0 0 2

OBJECTIVES

- To enable the learners in understanding of the basic concepts of Indian Ethos and familiarise about ethical behavior and value systems at work.
- To enable the learners to have exposure on business ethics and ethical business perspectives

PRE-REQUISITE:

To inculcate human values and ethics among the students community.

- | | |
|--|-----|
| 1) Indian Ethos and Personality Development | (3) |
| 2) Work ethos and values for Professional Managers | (3) |
| 3) Indian Values, Value Systems and Wisdom for modern managers | (3) |
| 4) Management Lessons from the Vedas, Puranas, Indian religions
(3) | |
| 5) Spirituality in Business Management | (3) |
| 6) Individual Culture and Ethics | (3) |
| 7) Ethical codes of conduct and value Systems | (3) |
| 8) Loyalty and Ethical Behaviour | (3) |
| 9) Ethical business issues and solutions | (3) |
| 10) Social Responsibilities of Business | (3) |

OUTCOMES:

After the completion of the course, the students will:

- Apply the basic concepts of Indian ethos and value systems at work.
- Handle issues of business ethics and offer solutions in ethical perspectives
- Be professionally efficient and skillful in value systems and culture
- Be capable in ethically manage business towards well being of the society.
- Be socially effective in undertaking business responsibilities

Reference book:

- A Textbook on Professional Ethics and Human Values; R.S.Nagarazan, New Age Int. Publishers; 2020