



VELS
UNIVERSITY



VELS INSTITUTE OF SCIENCE, TECHNOLOGY & ADVANCED STUDIES (VISTAS)

(Deemed to be University Estd. u/s 3 of the UGC Act, 1956)

PALLAVARAM - CHENNAI - INDIA

NAAC ACCREDITED

SCHOOL OF MANAGEMENT STUDIES & COMMERCE

DEPARTMENT OF MANAGEMENT STUDIES

MBA GENERAL

MBA GENERAL

Program Outcomes

The following outcomes have been identified by the School of Management and commerce, Faculty Council, as important for students to be able to perform at the conclusion of the MBA program. The MBA curriculum has been mapped to these outcomes, which are regularly assessed to identify levels of student achievement and areas of improvement. Students who are Graduates of the Master of Business Administration degree program will be able to:

- PO1 :** Communicate professionally as a business leader both orally and in writing to bridge diverse perspectives, cultures, and disciplines
- PO2:** Analyze ethical implications of business practices using advanced levels of ethical reasoning and legal implications
- PO3:** Perform strategic analysis effectively
- PO4:** Apply quantitative methods to business problem solving
- PO5:** Assess global opportunities and challenges for business growth
- PO6:** Collaborate effectively as a business leader
- PO7:** Demonstrate knowledge, skills and techniques to execute projects effectively and efficiently
- PO8:** Demonstrate knowledge, skills and techniques to manage supply chain operations effectively and efficiently
- PO9:** Demonstrate the legal knowledge and skills needed to identify and solve organizational problems in for shipping and logistics using a proper documentation and costing for decision-making.
- PO10:** Demonstrate awareness of their personal values and the effect of those values on their decision-making within an organization

PO11: Evaluate whether an organization's plans and actions align with its values.

PO12: Demonstrate the knowledge and skills to manage personnel to meet changing organizational needs in a business environment. Evaluate the implications of changing environmental factors on organizational choices within a global environment.

MBA General Program specific Outcomes

PSO1: Apply multidisciplinary domain knowledge comprising of accounting, finance, operations, marketing and human resources management to select suitable project proposal for a business enterprise.

PSO2: Apply the conceptual and practical business knowledge to identify and solve organizational problems using a systematic and analytical decision-making approach.

PSO3: Assess global opportunities and challenges to contribute towards firm's growth through strategies such as mergers, acquisitions, international expansion, and new venture development.

PSO4: Evaluate the implications of changing environmental factors on organizational choices within a global environment.

PSO5: Demonstrate knowledge, skills & positive attitude to work individually or as multi-disciplinary teams in a dynamic organizational environment.

PSO 6: Exhibit ability to identify and organize data; synthesize and analyze to abstract meaning from information, in order to share knowledge to the key stakeholders.

PSO 7: Demonstrate critical awareness in current issues (e.g., diversity, social responsibility, sustainability, innovation, knowledge management, etc.) in business and management and exhibit ability to lead research and practice in the core domain.

VELS UNIERSITY
SCHOOL OF MANAGEMENT STUDIES
BOARD OF STUDIES MEMBERS
MBA (GEN), MBA (LSM), MBA (LSCM) and MBA(BA)

Sl.No	Name & Address	Designation
1.	Dr.K.S.Meenakshisundaram Director, School of Management Studies, Vels University,Chennai-600117	Chairperson
2.	Dr.R.Thenmozhi, Professor and Head, Department of Management Studies, Madras University, Chennai	External Expert
3.	Mr.K.V.V.Giri President CCHA, M/S Vaishnavi freight logistics Pvt ltd.	External Expert
4.	Mrs.Sripriya, Operations Programme Manager, TCS	Alumni
5.	Dr.S.Vasantha , Professor, School of Management Studies, Vels University,Chennai-600117	Internal Member
6.	Dr.S.Preetha, Associate Professor, School of Management Studies, Vels University,Chennai-600117	Internal Member
7.	Dr.G.Rajini Associate Professor, School of Management Studies, Vels University,Chennai-600117	Internal Member
8.	Dr.P.Shalini Associate Professor, School of Management Studies, Vels University,Chennai-600117	Internal Member
9.	Dr.P.G.Thirumagal Assistant Professor, School of Management Studies, Vels University,Chennai-600117	Internal Member
10.	Dr.Madhumita.G Assistant Professor, School of Management Studies, Vels University,Chennai-600117	Internal Member



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PALLAVARAM - CHENNAI - INDIA
NAAC ACCREDITED

MBA - GENERAL

Curriculum and Syllabus
(Based on Choice Based Credit System)
Effective from the Academic year
2015-2016

Department of M.B.A
School of Management Studies

MBA – GENERAL CURRICULUM

Total No of Credits :90

SEMESTER I

Code	Course	Hour / Week			Credits
		Lecture	Tutorial	Practical	
15MBA001	Applied Statistics for Management	3	1	0	3
15MBA002	Managerial Economics & Decision Making	3	0	0	3
15MBA003	Management Principles	3	0	0	3
15MBA004	Organizational Behavior	3	0	0	3
15MBA005	Accounting for Managers	3	1	0	3
15MBA006	Legal System for Business	3	0	0	3
15MBA007	Computer Applications for Management	3	0	1	3
15MBA008	Business Communication & Soft Skills	3	0	0	3
	Generic Elective – I	3	0	0	3
		27	2	1	27

SEMESTER II

Code	Course	Hour / Week			Credits
		Lecture	Tutorial	Practical	
15MBA009	Macro-Economic Foundations & Advance Strategic Management	4	0	0	3
15MBA010	Applied Operations Research	4	1	0	3
15MBA011	Financial Management	4	1	0	3
15MBA012	Human Resource Management	4	0	0	3
15MBA013	Marketing Management	4	0	0	3
15MBA014	Production & Operation Management	4	0	0	3
15MBA015	Research Methodology	4	0	0	3
15MBA016	Internship with Viva Voce	0	0	0	3
		28	2	0	24

SEMESTER III

Code	Course	Hour / Week			Credits
		Lecture	Tutorial	Practical	
15CMBA31	Global Environment of Business	4	0	0	4
15CMBA32	Enterprise Resource Planning	4	0	1	4
15EMBA--	Generic Elective-II	3	0	0	3
15EMBA--	Generic Elective-III	3	0	0	3
15EMBA--	Generic Elective-IV	3	0	0	3
15EMBA--	Discipline Specific Elective-I	4	0	0	3
15EMBA--	Discipline Specific Elective-II	4	0	0	3
15EMBA--	Discipline Specific Elective-III	4	0	0	3
		29	0	1	26

SEMESTER IV

Code	Course	Hour / Week			Credits
		Lecture	Tutorial	Practical	
15EMBA--	Generic Elective-V	3	0	0	3
15EMBA--	Discipline Specific Elective-IV	4	0	0	3
15RMBA41	Project Work	0	0	0	7
		7	0	0	13

List of Discipline Specific Elective Courses

S.No	Code	Course
1	15EMBA04	Sales & Distribution Management
2	15EMBA07	Advertising & Sales Promotion
3	15EMBA06	Rural Marketing
4	15EMBA10	IT for Retailing
5	15EMBA12	Compensation Management
6	15EMBA17	Performance Management
7	15EMBA09	Strategic Human Resource Management
8	15EMBA18	Database Management Systems
9	15EMBA19	Basics of Software Development
10	15EMBA20	Data Mining and Data Warehousing
11	15EMBA21	Total Quality Management
12	15EMBA22	Logistics Management
13	15EMBA23	Value Management
14	15EMBA24	Management of Financial Services
15	15EMBA15	International Financial Management
16	15EMBA11	Security Analysis & portfolio Management
17	15EMBA25	Quantitative and Computational Finance
18	15EMBA26	Merger, Acquisition and Corporate Restructuring
19	15EMBA27	Risk Management and Insurance
20	15EMBA28	Retail Banking

21	15EMBA29	Management of Banking and insurance corporation
22	15EMBA30	Taxation and Tax planning
23	15EMBA31	Technical Analysis
24	15DMBA42	Commodities & FOREX markets
25	15EMBA32	Front & Back office Operation
26	15EMBA33	Investment Advisory
27	15EMBA34	Retail Marketing
28	15EMBA16	E – Marketing
29	15EMBA35	Industrial Relations & Labor Welfare
30	15EMBA36	Labor Legislation
31	15EMBA37	Organization Development and Change
32	15EMBA38	Information Systems Audit & Control
33	15EMBA39	Decision Support Systems
34	15EMBA40	Business Intelligence and Analytics
35	15EMBA41	Network security and Cyber Law
36	15EMBA42	Software Project Management
37	15EMBA43	Supply Chain Management
38	15EMBA44	Advanced Maintenance Management
39	15EMBA45	Total Preventive Maintenance
40	15EMBA46	Materials Management
41	15EMBA08	Derivatives & Financial Risk Management

42	15EMBA47	Investment Management
43	15EMBA48	Corporate Finance
44	15EMBA49	Mutual Fund Management

List of Generic Elective Courses

S.No	Code	Course
1	15EMBA13	Product & brand Management
2	15EMBA50	Consumer Behavior & e-Business
3	15EMBA51	Service & Relationship Marketing
4	15EMBA52	Business 2 Business Marketing
5	15EMBA53	Green Marketing
6	15EMBA54	Entrepreneurship Development & Management of Small Business
7	15EMBA55	Organization Theory Design & Development
8	15EMBA05	Training & Development
9	15EMBA01	Change Management
10	15EMBA56	E-Technology & Management
11	15EMBA57	E- Governance
12	15GMBA41	Marketing Research
13	15EMBA58	Enterprise Resource Planning for Management
14	15EMBA59	Counseling Skills for Management
15	15EMBA02	Corporate Governance
16	15EMBA14	Project Management
17	15EMBA03	Six Sigma and Lean Management
18	15MBA151	Personality Development

15MBA001 APPLIED STATISTICS FOR MANAGEMENT 3 1 0 3

Course Objective:

1. The basic aim of this course is to impart knowledge of basic statistical tools & techniques with emphasis on their application in Business decision process and Management.
2. As such, the focus will be more practical than theoretical.
3. Because statistical analysis informs the judgment of the ultimate decision-maker—rather than replaces it—some key conceptual underpinnings of statistical analysis will be covered to insure the understandability of its proper usage.

Course Outcomes:

At the end of the course the students will be able to:

- CO-1: Facilitate Objective Solutions in Business Decision Making under Subjective conditions.
- CO-2: Enhance Knowledge in Probability Theory
- CO-3: Describe Normality and its Distribution Concepts.
- CO-4: Stress The Need For Collection Of Data and its Dispersion Techniques.
- CO-5: Apply Time Series Analysis in Market Prediction Rates.
- CO-6: Draw Conclusions over the Hypothetical Situations.
- CO-7: Determine the relationship between Dependent and Independent Variables.
- CO-8: Measure the trend setting factors for projection of Sales and Demand Curves.
- CO-9: Extract the variance among the factors of study concerned.
- CO-10: Classify the distribution of Data Spread.

UNIT I INTRODUCTION

12

Introduction to Statistics - Collection of Data - Measures of Central Tendency & Dispersion in Frequency Distribution

UNIT II PROBABILITY THEORY

12

Probability Theory— Addition, Multiplication & Baye's Theorem. Test for Normality. Skewness & Kurtosis

UNIT III	CORRELATION	12
	Correlation-Karl Pearsons and Rank Correlation.Regression(linear)	
UNIT IV	HYPOTHESIS TESTING	12
	Hypothesis Testing –Test for Single Mean& Two Mean– Chi-Square test,F test – ANOVA.	
UNIT V	TESTS	12
	Index Nos-Unweighted and Weighted-Test of Consistency.Time Series Analysis-Measurement of Secular Trend	

Total – 60 HOURS

Text Books:

- R.S.N. Pillai, V. Bagavathi,” Statistics”,S.Chand Limited, 7th Ed,2008
- N.D. Vohra, “Business Statistics”, Tata McGraw-Hill Education, 2nd Ed,2013
- G. V. Shenoy, Uma K. Srivastava, S. C. Sharma,” Business Statistics”, New Age International,2nd Ed, 2005
- Beri,”Business Statistics”Tata Mc Graw Hill,2nd Ed,2009

References:

- Keller. G,”Statistics for Management”, Cengage Learning, 1st Ed, 2009.
 - J. K Sharma, “Business Statistics”,Pearson, 2nd Ed,2010.
 - Arora PN &others,”Complete Statistical Methods”, S. Chand, 3rd Ed, 2010
- 15MBA002 MANAGERIAL ECONOMICS & DECISION MAKING 3 0 0 3

Course Objective:

The purpose of Managerial Economics is to apply a series of basic economics principles to the decision making process within the firm.

Issues related to optimal pricing strategies, demand forecasting,and optimal financing, appropriate hiring decisions, and investment decisions, among others, can be successfully tackled with managerial economics tools.

Increasingly the problems faced by decision makers have an international or global dimension.

This has forced analysts, consultants and academics to rapidly incorporate a global perspective to their managerial economics box of tools.

UNIT V ECONOMIC THEORY**12**

The Firm in Theory and Practice - Economic Theory of the Firm – The Behavioral Theory of the Firm - Managerial Theories of the Firm – Profit concepts & analysis – Decision Making process in Managerial Economics.

Case studies Topics: 1. Demand Forecasting 2. Capital Budgeting 3. Cost-analysis
Total – 60 HOURS

Text Books:

Dean Joel, Managerial Economics, PHI., New Delhi, 1976, First Edition

Douglas Evan J, Managerial Economics, Theory, Practice & Problems; PHF, New Delhi; 1983, First Edition

Mote, V.C. Samuel Paul and GS Gupta, , Managerial Economics - Concepts & Cases, TMH; 1977, 1st edition.

References:

K.K. Seo, Managerial Economics, Richard D. Irwin Inc. 1988

I.C. Dhingra, Essentials of Managerial Economics - Theory, Applications and Cases Sultan Chand, New Delhi, 2003

S.Sankaran – Managerial Economics, Magnum publications, 2006

15MBA003 MANAGEMENT PRINCIPLES 3 0 0 3**Course Objectives**

To understand the basics of Management, significance, scope of management, levels of manager, functions of a manager and types of business organisation.

To learn about the development of management thought, contributions towards Taylor & Fayol principles.

To examine the various types of planning, strategies and policies.

To study about the decision making in the organisation.

To understand about the organisational structure, its types, decentralisation and delegation of the authority.

Course Outcomes :

At the end of the course the students will be able to:

- CO1: Learn about the management and observe the historical development of management thought.
- CO2: Managers manage the business organisations.
- CO3: Illustrate significance and its types of planning, various strategies and
- CO4: Business decisions are made using various tools and techniques in the competitive world
- CO5: Equip knowledge about the organization structure, its types of organisation structure , delegation of authority.
- CO6: Distinguish between the line and staff authority .
- CO7: Appraise about the communications in the organisations, its process and breakdowns, theories of leadership and determine various theories of motivations
- CO8: Describe the selection process, staffing & HRD.
- CO9: Evaluate about the control process and its techniques.
- CO10: Determine about the global environment and the fundamentals of liberalization , globalisation and international management.

UNIT I INTRODUCTION TO MANAGEMENT PRINCIPLES 12

Definition of Management – Science or Art – Management and Administration – Development of Management Thought – Contributions of Taylor and Fayol – Functions of Management – Types of Business Organisations.

UNIT II PLANNING 12

Nature & Purpose – Steps involved in Planning – Course Objectives : – Setting Course Objectives : – Process of Managing by Course Objectives : – Strategies, Policies & Planning Premises-Forecasting–Decision-making.

UNIT III ORGANISING 12

Nature and Purpose – Formal and informal organization – Organization Chart – Structure and Process – Line and Staff authority – Benefits and Limitations – De-Centralization and Delegation of Authority – Staffing – Selection Process - Techniques – HRD – Managerial Effectiveness.

UNIT IV DIRECTING 12

Scope – Human Factors – Creativity and Innovation – Harmonizing Course Objectives :
– Leadership – Types of Leadership Motivation – Hierarchy of needs – Motivation theories – Motivational Techniques – Job Enrichment – Communication – Process of Communication – Barriers and Breakdown – Effective Communication – Electronic media in Communication.

UNIT V CONTROLLING

12

System and process of Controlling – Requirements for effective control – The Budget as Control Technique – Information Technology in Controlling – Use of computers in handling the information – Control of Overall Performance – Direct and Preventive Control – Reporting – The Global Environment – Globalization and Liberalization – International Management and Global theory of Management.

Total – 60 HOURS

Text Book:

Harold Koontz & Heinz Weihrich “Essentials of Management”, Tata McGraw-Hill, 1998

References:

Joseph L Massie “Essentials of Management”, Prentice Hall of India, (Pearson) Fourth Edition, 2003.

Tripathy PC and Reddy PN, “Principles of Management”, Tata McGraw-Hill, 1999.

Decenzo David, Robbin Stephen A, “Personnel and Human Resources Management”, Prentice Hall of India, 1996

JAF Stomer, Freeman R. E and Daniel R Gilbert, “Management”, Pearson Education, Sixth Edition, 2004.

Fraidoon Mazda, “Engineering Management”, Addison Wesley, 2000.

Course Objective:

To introduce students to theories and concepts of organizational behavior, increase knowledge and understanding of organizational behavior terminology and main concepts.

To develop students' skills in organizational behavior analysis, by providing practice in assessing organizational behavior problems.

To acquaint the student with the determinants of intra -individual, inter-personnel and inter group behaviour in organisational setting and to equip them with behavioural skills in managing people at work.

Course Outcome:

At the end of the course the students will be able to:

CO – 1: Asses organization and classify the contributing disciplines, approaches to OB.

CO – 2: Clearly understand challenges and opportunities for OB.

CO –3: Acquire knowledge in applying motivational theories to resolve problems of employee absenteeism, turnover, stress, job satisfaction, job performance and organizational commitment.

CO – 4: Describe the abilities and in identifying why effective communication systems are particularly important in a pluralistic, multicultural workforce).

CO – 5: Analyses the behaviour of individuals and groups in organization's in terms of the key factors that influence organisational behaviour.

CO – 6: Have a better comprehend of how organizations function, how individuals behave within organizations and how to manage interactions in the workplace.

CO–7: Obtain knowledge on organizational factors affecting teams, recognize organizational cultures in which groups function).

CO –8: Assess the potential effects of organisational-level factors (such as Power, politics. Organisational culture, climate, change and organisational development on organisational behaviour.

CO–9: Discover how organization theory can help people manage complex organizations.

CO –10: Develop skills in handling stress and also identify the different form of stress).

UNIT I	INTRODUCTION	12
Introduction to Organisational Behaviour – Meaning- Definitions- Contributing disciplines to OB. Approaches to OB. OB model. Challenges and opportunities for OB. Personality and its types and traits. Learning – classical conditioning, operant conditioning, Social Learning.		
Unit II	FOUNDATIONS OF INDIVIDUAL BEHAVIOUR	12
Attitude- Values – Job satisfaction. Perception - making judgement about other. Emotional intelligence, Ethics and decision making. Organisational Citizenship Behaviour.		
Unit III	Foundations of group behaviour	12
Motivation- concepts, early theories, contemporary theories, motivation concepts to application. Leadership – concepts, theories – finding and creating effective leaders.		
Unit IV	GROUP DYNAMICS	12
Defining and classifying groups – stages of group –group decision making. Teams – creating effective teams – managing work teams. Communicating to teams.		
Unit V	UNDERSTANDING ORGANISATION SYSTEM	12
Power – politics. Organisational culture – organisational climate – organisational change – organisational development. Stress management -Conflict management - Transactional Analysis		
Total: 60 HOURS		

Text Books:

Robbins, Judge & Vohra, 14th Edition, Organisational Behaviour, Pearson/PHI, 2012

Aswathappa, K., Organisation Behaviour, Himalaya Publishing House, New Delhi, 2006

References:

Udai Pareek, Understanding Organisational Behaviour, Oxford University Press, 2004

Laurie J Mullins, Management & Organizational Behavior, 7ed. Pearson Education, 2006.

Curtis W. Cook and Phillip L. Hunsaker, Management and Organisational Behaviour, McGraw-Hill Irwin Publication, 2006.

Robin Finchem and Peter Rhodes, Principles of Organisational Behaviour, Oxford University Press., 2006.

Luthans, Fred, Organizational Behaviour, McGraw-Hill, New York, 2005

15MBA005 ACCOUNTING FOR MANAGERS 3 1 0 3

Course Objective:

To make the learners familiar with various basic financial, costing concepts.

This course aims to convey sufficient knowledge for an adequate interpretation, analysis and use the information provided by financial accounting.

Course Outcome:

At the end of the course the students will be able to:

CO – 1: Assess the basic financial concepts.

CO – 2: Analyze various costing concepts like marginal costing etc

CO – 3: Demonstrate professional financial management aspects relevant to industry.

CO – 4: Evaluate the various cost concepts.

CO – 5: Design the financial and operating methods.

CO – 6: Compare financial and operating leverages.

CO – 7: Well versed in double entry system of accounting.

CO – 8: Utilize the knowledge on various financial statement analyses.

CO – 9: Plan working capital concepts.

CO – 10: Apply different capital budgeting decisions.

UNIT I INTRODUCTION

12

Introduction to Accounting – Classification of accounting – Accounting concepts and conventions – Balance sheet and profit and loss account concepts – Accounting cycle- Financial statement analysis – Comparative balance sheet and profit & loss A/c & , common size balance sheet and profit & loss A/c and Trend analysis. (No final accounts preparation)

UNIT II RATIO ANALYSIS

12

Ratio analysis –Fund flow statement – preparation, merits and demerits - Cash flow statements – preparation, merits and demerits.

UNIT III CAPITAL BUDGETING

12

Capital budgeting – meaning –steps – different types of investment decisions - Different methods – Payback, Net Present Value, Internal rate of return, Profitability index, Average rate of return – Capital rationing

UNIT IV COST ACCOUNTING

12

Cost accounting – Elements of costs, preparation of cost sheet – Standard costing and Variance analysis –material variance and labour variance

UNIT V BUDGETS**12**

Budgeting – Different types of budgeting – Cash budget – Flexible budget-.Marginal costing – Cost Volume Profit analysis – Break Even analysis – Applications of marginal costing

Case Study:

Financial statement analysis

Break Even Analysis

Fund Flow statement

Ratio analysis

Capital budgeting problems

Total – 60 HOURS**Text Books:**

R.S.N.Pillai&Bagavathi – Management Accounting, S.Chand& Co. Ltd., New Delhi, 6TH edition 2002.

T.S.Reddy&Y.Hari Prasad Reddy – Financial and Management Accounting, Margham publications, 12TH edition 2004.

References:

M.Y.Khan & P.K.Jain – Management Accounting, Tata McGraw Hill publishing company Ltd., 10th edition 2004.

R.Narayanaswamy – Financial accounting – A Managerial Perspective, Prentice Hall India Ltd., New Delhi 5th edition, 2014.

Paresh Shah Basic Financial Accounting for Management, Oxford Publications, 3rd edition, 2007

15MBA006 LEGAL SYSTEMS FOR BUSINESS 3 0 0 3**Course Objective:**

- To create the knowledge of Legal perspective and its practices to improvise the business.
- To describe the nature and classes of contracts.
- To identify the elements needed to create a contract.

- To read, interpret the various act related to business
- To identify personal property and bailment.

Course Outcome:

At the end of the course the students will be able to:

CO – 1: Draft a simple employment contract

CO – 2: Arrange the basic elements of contracts, classifications of contract and how to breach and get remedies of the contract

CO – 3: Figure out the differentiate sale and agreement to sell -conditions and warranties

CO – 4: Have a better comprehend of companies act which will be helpful for the budding managers

CO – 5: Know about the different type of negotiable instrument in practice

CO – 6: Be well versed with the ethical procedure to be followed VAT and tax planning.

CO – 7: Get awareness of wages act's deductions and purpose and types of compensation act

CO – 8: Generalize the factory act and wages act.

CO – 9: Familiar with the various techniques of Industrial Relations and futuristic issues in era of dynamic technological changes.

CO – 10: Express perspective of labour problems and remedial measures in the country.

UNIT I INTRODUCTION 12

Law of Contracts: Definition of Contract and Agreement – Classification of Contracts, Essential elements of a valid Contract – Offer -Acceptance -Consideration – Capacity to Contract -Free consent – Legality of Object -Performance of Contract –Remedies for breach of Contract - Quasi Contracts.

UNIT II LEGAL ASPECTS 12

Sale of Goods Act – Distinction between Sale and agreement to sell -Conditions and Warranties. Negotiable Instruments Act – Definition and Characteristics of a Negotiable Instrument – Definitions, Essential elements and distinctions between Promissory Note, Bill of Exchange, and Cheques - Types of crossing.

UNIT III COMPANIES ACT 12

Companies Act: Definition of company – Characteristics -Classification of Companies- Formation of Company -Memorandum and Articles of Association – Prospectus - Shareholders meetings -Board meetings -Law relating to meetings and proceedings-

Qualifications, Appointment, Powers, and legal position of Directors -Board -M.D and Chairman - Their powers.

UNIT IV CONSUMER PROTECTION LAW 12

Consumer Protection Law: Definition, Consumer councils -Redressal machinery.Rights of consumers -Consumer awareness. Law relating Intellectual Property Act, Cyber Law.

UNITV INDUSTRIAL LAW 12

Industrial Law: Factories Act-Payment of wage Act,- Minimum wage act-Industrial Dispute Act Corporate Tax Planning: Central excise duty; VAT

Case Study: ID Act, Factories Act, Contract Law, Company Law

Total – 60 HOURS

Text Book:

N.D.Kapoor, Elements of Mercantile Law, S.Chand& Sons, 2013

References:

P. P. S. Gogna, Mercantile Law, S. Chand & Co. Ltd., India, Fourth Edition, 2008.

Dr. Vinod, K. Singhania, Direct Taxes Planning and Management, 2008.

Richard Stim, Intellectual Property- Copy Rights, Trade Marks, and Patents, Cengage Learning, 2008.

Balachandran V., Legal Aspects of Business, Tata McGraw Hill, 2012

Daniel Albuquerque, Legal Aspect of Business, Oxford, 2012

Ravinder Kumar– Legal Aspect of Business. – Cengage Learning, 2nd Edition-2011.

15MBA007 COMPUTER APPLICATIONS FOR MANAGEMENT 3 0 1 3

Course Objective:

- The course is to introduce to programming course in the computer science major and minor curriculum.
- Introductory course in computer science and the study of algorithms appropriate for students in data-intensive disciplines.
- Topics include how computers work, simple algorithms and their efficiency, networking, databases, artificial intelligence, graphics, simulation and modeling, security and the social impact of computing

Course Outcome:

At the end of the course the students will be able to:

- CO – 1: Describe the fundamentals of Information Technology and how it helps Management to take better decision making.
- CO – 2: Categorizing the information need to solve the problems, recovering information and assist management operations.
- CO – 3: Competent to categorize the components of personal computer system, including both hardware and software.
- CO – 4: Able to identify the memory management and storage and retrieval process
- CO – 5: Indicate the types of software including the purpose of application software
- CO –6: Assess efficient storage mechanism of data for an easy access by using data structure concepts
- CO – 7: Describe the concept of file system, types and operations.
- CO – 8: Examine the database concepts and its applications in business
- CO – 9: Recognize different types of networks, components and its applications.
- CO–10: Classify various packages including ERP, Tally, and SAP, facilitate to improve management activities.

UNIT I INTRODUCTION 12

Computer: Introduction, Classifications, Architecture, Generation of computers, Office Automation, Computers in business, what computers can do?, what computer cannot do?, hardware, software, Computer in Indian context.

UNIT II DATA PROCESSING 12

Data Processing: Modes of Data Processing, Basic of Data Processing, Data Hierarchy, Data Structure, Management of Data Processing Systems in Business Organizations, Computerised Financial Accounting System (FAS), Computerised Inventory Control System, Computerised Payroll System, Computerised Invoicing System

UNIT III FILE SYSTEM AND DATA BASE 12

File System and Data Base: Introduction, Various Types of Files, Files Organization, Master File, Transaction File, File Design, Designing Reports, Database Management Systems, Integration of Application, Frontend and back-end, RDBMS.

UNIT IV COMMUNICATION AND NETWORKING 12

Data Communication and Networking: Data Communication, Multiplexing, Components of Computer Network, types of networks, Client/Server Vs. Peer to Peer Networking,

Network Operating System, Network Management, LAN in Business Environments, Social media network, Cloud Computing

UNIT V INFORMATION SYSTEM

12

Management information System, MS Excel, Tally, ERP, Decision Making and Computerized support- Management support systems: an overview decision-Making Systems-Modelling, and Support Requirement for decision support for decision Making, Business intelligence.

Total – 60 HOURS

Text Book:

Turban Rainer and Potter – Introduction to Information Technology, John Wiley & Sons, 2005.

References:

Richard D Gitlin, Jeremiah F Hayes, Stephen B Weinstein, Data Communications Principles, Springer, 1992

William Stallings, Data and Computer Communications, Prentice Hall, 2007

Behrouz A. Forouzan, DeAnza College, Data Communications and Networking, McGraw-Hills, 2007

N.D.Birrell, M.A.Ould, A Practical Handbook for Software Development, Cambridge University Press, 1988

15MBA008 BUSINESS COMMUNICATION & SOFT SKILLS

3 0 0 3

Course Objective:

This course is designed to develop business communication skills of students by improving their speaking, listening and writing skills.

The course is activity oriented and provides exposure to real world communication by presenting various real world business communication challenges in class-room structure

Course Outcome :

At the end of the course the students will be able to:

CO – 1 : Describe the basics of communication and its process ,elements and importance.

CO – 2 : Familiar with the various barriers in the communication.

UNIT IV WRITTEN COMMUNICATION AND NONVERBAL COMMUNICATION 12

Reading, reading as a process of decoding messages, importance of reading, types of reading, reading techniques - SQ3R, KWL table and SARAS. Speed reading, factors that impact reading, factual comprehension and inferential comprehension, business correspondence, types of letters, concept of business correspondence, importance of business correspondence, qualities of a business letter, parts of a business letter, 7Cs of business correspondence, business correspondence- the myth.

UNIT V BUSINESS CORRESPONDENCE 12

Through emails, Pleasant and Unpleasant Letters, Pleasant Letters and Unpleasant Letters, Understanding the Audience, Factors that Help in Understanding the Audience, Organizing the Message, Writing Pleasant Letters, Writing Unpleasant Letters, Persuasive Letters and Memos, Persuasive Letters, Understanding the Product, Customer and Purpose, Organizing the Message, Different Types of Persuasive Letters, Memos, Reports, Elements of a Report, Writing a Report, Using Graphics to Manage Data, Types of Visual Aids, Selection of Visual Aids, Non-verbal Communication, Characteristics of Nonverbal Communication, Conventional and Nonconventional Nonverbal Communication, Conventional Nonverbal Communication, Nonconventional Nonverbal Communication, Dress, Interaction of Verbal and Nonverbal Communication, Language Skills for Effective Communication.

Total – 60 HOURS

Text books:

Sharan J. Generson and Steven M. Gerson – “Technical Writing – Process and Product” – Pearson Education – 2000.

Raymond V. Lesikar, John D. Pettit and Mary E. Flatley – Lesikar's Basic Communication Tata McGraw Will 8th Edition – 1999.

Stevell E. Pauley, Daniel G. Riordan – Technical Report Writing Today – AITBS Publishing & Distributors, India 5th edition – 2000.

Robert L. Shurter, Effective letters in business Third Ed. 1983.

References:

- Francis Soundararaj, “Speaking and Writing for Effective Business Communication, MacMillan Publication, 2009.
- Madhukar, “Business Communication”, Vikas Publishing House, 2009
- Urmila Rai, “Business Communication”, Himalaya Publishing house, 2008

- McGraith – Basic Managerial Skills for all Prentice Hall of India – 6th Edition 2002.

15MBA009 MACRO ECONOMIC FOUNDATIONS & 4 0 0 3
ADVANCE STRATEGIC MANAGEMENT

Course objective:

To gain knowledge in basic concepts of macroeconomics such as national income, investment, unemployment, multiplier effect and acceleration in the economy.

To familiarize with strategic management concepts to take business to the global level and to meet competition.

To learn about outsourcing, different types of outsourcing and its advantages in modern complex business world.

Course Outcome:

At end of this economics course students will be able to:

CO – 1 : Predict the values of economic indicators for the given future period.

CO – 2 : Correlate the inflation, Price stability and balance of payment

CO – 3 : Guesstimate the propensity of consumption and saving

CO – 4 : Frame corporate strategies at individual, industrial, macro and global level.

CO – 5 : Create ambience for outsourcing with given business situation

UNIT I MACRO-ECONOMIC VARIABLES

12

Macro-economic variables – national income, investment, savings, employment, inflation, balance of payment, exchange rate, etc. – circular flow of income – national income concepts – measurement of national income.

UNIT II NATIONAL INCOME

12

Determination of national income – Keynesian perspective - multiplier – Accelerator – business cycle.

Unit III Strategies

12

Objectives:, the concept of strategic Intent, Crafting a Strategy. The external environment -opportunities, threats, Industry Competition, Competitor analysis, the internal environment - Resources, capabilities and core competencies.Strategic formulation & Implementation, Grand Strategy & global corporate strategies.

UNIT IV COMPETITIVE ADVANTAGE

12

Strategy and Competitive advantage -Generic Strategies, Co-operative strategies, Merger and Acquisition strategies, Vertical integration strategies, Unbundling and Outsourcing strategies, using offensive and defensive strategies. Outsourcing, Various activities for outsourcing, Benefits of outsourcing, growth and drivers of outsourcing, BPO, LPO, Health care BPO's HR outsourcing, Emerging and changing environments for outsourcing.

UNIT V CORPORATE GOVERNANCE

12

Tailoring strategy to fit specific industry and company situations -Strategies for competing in Emerging industries, Turbulent and high velocity markets, Maturing Industries, Stagnant industries, and Fragmented industries. Strategies for Industry leaders, Runner -up firms, weak and crisis ridden Business.Diversification Strategies. Corporate Governance, Organizational Structure and Controls, Strategic Leadership, Strategic Entrepreneurship.

Total – 60 HOURS

Text Books:

Samuelson, Paul A., and Nordhaus, W.D., Economics, Tata McGraw-Hill publishing company Ltd., New Delhi 2004.

Pearce and Robinson, Strategic Management, TMH., 2005,

References:

Thompson and Strickland, Crafting and Executing Strategy-Concepts and Cases, TMH, 2005.

M.A.Hitt, R D Ireland and R E Hoskisson, Strategic Management Competitiveness and Globalization, South Western Thomson – Learning, 2005.

Ramaswamy&Namakumary, Strategic planning and Corporate Strategy, Macmillan India, 2001.

G.Saloner, AShepaid J. Podolny, "Strategic Management", John Wiley, 2001.

WheelenandHunger, "StrategicManagementandBusinessPolicy", PearsonEdn, 2001.

Mintzberg H, Strategy Safari, Pearson Edn, 2005.

Banerjee, Corporate Strategies, Oxford University Press, 2005.

R.A.Burgelman, M.A. Maidique and S C Wheel Wright, Strategic Management

of Technology and Innovation, McGraw - Hill Edn, 2001.

Jauch, Gupta and Glueck Business Policy & Strategic Management, frank Bros & Co., 2005.

Ahuja H.L., Economic Environment of Business, Macroeconomic analysis, S.Chand & Company Ltd., New Delhi, 2005.

15MBA010 APPLIED OPERATIONS RESEARCH 4 1 0 3

Course Objective:

The Objectives of the course is to acquaint the student with the applications of Operations Research to business and industry and help them to grasp the significance of analytical techniques in decision making.

Students will be tested on the application of Operations Research to business related problems.

Course Outcomes:

At the end of the course the students will be able to:

CO-1: Apply research techniques in quantitative and qualitative aspects.

CO-2: Schedule the projects and find the early ways of finishing it.

CO-3: Develop simulation models.

CO-4: Minimize the resource allocation for project.

CO-5: Maximize the productivity with help of least cost techniques.

CO-6: Minimize the waiting hours of simultaneous projects undertaken.

CO-7: Sequence and priorities the daily activities of a project.

CO-8: Build the best fit route of transportation for carrying schedule of activities.

CO-9: Graphically locate the optimum peak point in completing the project.

CO-10: Apply the operations techniques in reality to market scenario

UNIT I INTRODUCTION 12

Origin, Nature, Definition, Managerial applications & Limitations of OR. Linear programming – Formulation - Graphical & Simplex Method.

UNIT II TRANSPORTATION MODEL 12

Transportation Model - Initial Solution - NW Corner Rule, Least Cost Method, Vogel's Approximation method - Assignment Problem - Sequencing Problem

UNIT III ANALYSIS 12

PERT & CPM – Project scheduling by PERT/CPM – Cost considerations in PERT/CPM.

Unit IV THEORY & PRACTICE 12

Replacement – Game Theory – Pure & Mixed Strategy – Graphical Method – Dominance Property.

Unit V QUEUING THEORY 12

Queuing Theory – Models – Simple Problem – Introduction to simulation

Case study: Unit II – Optimum Solution in Transportation and Assignment problem

Total – 60 HOURS

Text Books:

Singh &Kumar,"Operation Research"UDH Publisher,2013

Kothari,"Quantitative Techniques"Vikas, 3rd Ed,2006

TahaHamdy," Operation Research -An Introduction", Prentice-Hall, 2010

References:

S.R. Yadav, A.K. Malik,"Operations Research" Oxford University Press; First edition,2014

J.K.Sharma," Operations Research THEORY AND APPLICATION" Macmillan Publishers,4th Ed,2009

G.V.Shenoy,U.K.Srivastava,S.C.Sharma,"Operations Research for Management"New Age International,Revised 2nd Ed,2005

15MBA011 FINANCIAL MANAGEMENT 4 1 0 3

(70 % theory and 30% problems)

Course Objective:

To familiarize the students with the various sources of Finance which a business house can mobilise.

To develop the ability to measure the risk and return of various the portfolios.

To develop the skills to analyse the impact of various financing alternatives on the wealth maximization and valuation of the firm.

Course Outcome:

At the end of the course the students will be able to:

- CO – 1: Describe about various financial management concepts
- CO – 2: Apply the concept of time value of money.
- CO – 3: Categorize and analyze different capital budgeting techniques
- CO – 4: Appraise different project proposals for decision making.
- CO – 5: Estimate cost of capital for long term source of finance
- CO – 6: Outline various capital structure theories and dividend theories
- CO – 7: Calculate financial, operating and combined leverage
- CO – 8: Defend working capital requirements
- CO – 9: Intervene working capital management techniques to maximize the shareholders' value

UNIT I	INTRODUCTION	12
Financial Management - An overview, Scope of Financial Management, Course Objectives :, Agency problem, Organization of Finance function, Emerging role of Finance Managers in India- Time Value of Money		
UNIT II	CAPITAL BUDGETING	12
Capital Budgeting: Principles and techniques, Nature of capital budgeting — Procedure, Advantages and Limitations- Evaluation Techniques, Payback, Accounting rate of return, Net Present Value, Internal Rate of Return, Profitability Index– Capital rationing		
UNIT III	SOURCES OF FINANCE	12
Long term sources of finance -Cost of Capital – Meaning and Significance – Components – Cost of Equity, Cost of Debt, Cost of Preferred capital, Cost of retained earnings and weighted average cost of capital		
UNIT IV	CAPITAL STRUCTURE	12
Capital Structure Theories-Net Income , Net Operating Income Approaches and MM hypothesis-Optimal Capital Structure-Factors Affecting Capital Structure-EBIT/EPS - Capital Structure Policies in Practice -Financial, Operating and Combined Leverages Dividend decision – Dividend policy - Dividend theories – Walter -Gordon and MM theory - forms of dividend – forms of dividend policy – Share split – Buyback of shares.		

UNIT V WORKING CAPITAL**12**

Working capital – Concepts – Types – Determinants – Estimation of working capital requirement - Managing the components of working capital – Receivables management and factoring – Inventory management – Cash management –Working capital finance

Total – 60 HOURS**Text Books:**

I.M.Pandey, Financial Management, Vikas publishing house Ltd., 9th edition, 2007.

M.Y.Khan and P.K.Jain, Financial Management, Tata McGraw Hill, 4th Edition, 2004.

References:

James C.Vanhorne, Financial Management and Policy, Pearson Education Asia,1998

Brigham & Houston – Fundamentals of Financial Mgmt., Thomson Cengage Learning, 13th Edition, 2014

Prasanna Chandra, Financial Management Theory and Practice, Tata McGraw Hill, 7th Edition, 2008.

Sharma & Gupta, Financial Management, Kalyani Publishers, Ludhiana, 2002.

Srivastava R.M., Financial Management & Policy, Himalaya Publishing House, Mumbai, 2003.

Bhalla, V K. Financial Management and Policy, Anmol Publication, New Delhi, 2002.

Brealey, Richard A. and Myers Stewart C. Principles of Corporate Finance., Tata McGraw Hill, New Delhi, 2002

15MBA012 HUMAN RESOURCE MANAGEMENT 4 0 0 3**Course Objective:**

To teach relevant, practical and applicable human resource management skills to equip the student with the foundation competencies for working as HR practitioners in business.

To highlight the important challenges facing managers and employees in today's business climate.

To introduce contemporary theory and practice in modern human resource management and the range of tools and methods available to address HR challenges and problems.

Course Outcome:

At the end of the course the students will be able to:

- CO - 1: Discuss the History and evolution of HRM.
- CO- 2: Explain the importance of HRM in the organizations through their Roles and responsibilities, challenges etc.
- CO - 3: Assess the major HRM functions and processes of HRM planning, job analysis and design, recruitment, selection, training and development, compensation and benefits, and performance appraisal
- CO- 4: Identify strategic HR planning and the HRM process to the organization's strategic management and decision making process.
- CO - 5: To explain how training helps to improve the employee performance.
- CO - 6: Debate the concept of career development and various career stages
- CO - 7: Compare the difference between coaching and Mentoring
- CO -8: Analyze the emerging trends, opportunities and challenges in performance appraisal.
- CO - 9: Apply the Concept of job application and how it is practically applied in the organisation.
- CO -10: Restate various recent techniques related to HRM.

UNIT I HUMAN RESOURCE MANAGEMENT

12

Meaning, Scope & Objectives of HRM, Evolution of HRM, Difference between PM & HRM, HRM function's, HR as a Strategic Business Partner, HR Policy & procedures. Competitive challenges influencing HRM Qualities & qualification of HR Manager, Roles and Responsibilities of HR Manager/Departments,

UNIT II	HUMAN RESOURCE PROCESS	12
	Human Resource Planning – Job Analysis and Design -Recruitment - Selection and placement process – Types of interviews, Placement, Orientation & Induction, Determining training needs, Training Approaches.Separation process & Exit interview.	
UNIT III	MANAGING CAREERS	12
	Career Development vs Employee development, Career stages – Career Choices and Preferences, Mentoring and Coaching, Time Management.	
UNIT IV	PERFORMANCE MANAGEMENT	12
	Purposes of Performance Management, Performance Appraisal Methods, Punishment and Promotion, Job evaluation. Wage & Salary administration – Concepts, Pay structure, Incentives, Bonus, Insurance.	
UNIT V	CONTEMPORARY ISSUES IN HRM	12
	Talent Management, Competency Mapping, Industrial Relations – Health & Safety issues, grievance handling, D Work Life Balance, Quality of Work Life, HRD in India, International HRM	

Text Books:

Aswathappa.K, Human Resource Management, Text and Cases, Tata Mc Graw Hill, New Delhi. 2014

Gupta. S.C, Advanced Human Resource Management, Strategic Perspective, ANE Books Pvt.Ltd, New Delhi.2009.

References:

Angela Baron and Michael Armstrong, Human Capital Management (Achieving Added Value Through People), Kogan Page Limited, United States. 2007

Anuradha Sharma and AradhanaKhandekar Strategic Human Resource Management. Response Books, New Delhi. 2006

Beer et al, Managing Human Assets, The Free Press: Maxwell Mac Millan Inc, New York. 1984

Dreher Dougherty, Human Resource Strategy :A behavioral perspective for the General Manager , Mc Graw – Hill Higher Education ,Singapore. 2001.

Eugene Mc Kenna Nic Beech, The Essence of Human Resource Management, Prentice Hall, New Delhi, India. 1997

15MBA013 MARKETING MANAGEMENT 4 0 0 3

Course objective:

- To emphasise the importance of marketing function in an organization.
- To understand the core concepts right from deciding the segment till customer satisfaction.

Course outcome:

At the end of the course the students will be able to:

- CO – 1: Relate the corporate function of marketing.
- CO – 2: Outline the macro and micro environment in moulding the company marketing function.
- CO – 3: Differentiate the consumer and institutional buyer behavior.
- CO – 4: Compare and contrast goods and services.
- CO – 5: Define the target segments for the products.
- CO – 6: Employ the positioning strategies used by the companies for their products.
- CO – 7: Label the importance of products, branding and new product development.
- CO – 8: Classify the importance of integrated marketing communications.
- CO – 9: Dramatise the importance of marketing research in decision making.
- CO – 10: Choose plan for the future demand based on prediction.

UNIT I INTRODUCTION

12

Understanding the term Marketing-Importance of Marketing-Scope of Marketing-Core Concepts-Company Orientation toward marketplace-Marketing and Customer Value-Marketing Environment-Micro and Macro Environment.

UNIT II CONSUMER MARKETS

12

Consumer Markets: Model of Consumer Behavior, Seven Os Structure, Factors Affecting Consumer Behavior, Stages in the Adoption Process, Industrial Markets - Characteristics, Industrial Buyer Behavior, Service Marketing-Characteristics-Marketing Strategy.

UNIT III MARKET SEGMENTATION 12

Market Segmentation: Levels and Bases for Segmentation, Segmenting Consumer Markets, Business Markets, Market Targeting -Evaluating Market Segments -Product Positioning, Positioning Strategies.

UNIT IV MARKETING PROGRAMME 12

Marketing Programme: Decisions Involved in Product, Branding, Packaging, Product Line and Product Mix Decisions, New Product Development, Product Life Cycle.Pricing Products, Strategies, Distribution -Channels, Channel Management Decisions, Promotion Mix - Advertising, Sales Promotion, Public Relations, Personal Selling.

UNIT V MARKETING RESEARCH 12

Marketing Research and Control: Marketing Research – Course Objectives: & Scope – Research designs – research procedure – data types & sources, sampling techniques, analysis & reporting. Demand Measurement and Sales Forecasting Methods, Estimating Current and Future Demand. Annual Plan Control, Efficiency Control, Profitability Control and Strategic Control, Marketing Audit, Online Marketing.

Case study:

Marketing strategy Implementation.

Market Segmentation / Targeting / Positioning.

Product Levels, Pricing

Total – 60 HOURS

Text Book:

Lamb, Hair and Mc Daniel, Marketing, 8th Edition, Thomson Learning, 2005.

Rajan Saxena, Marketing management, TMH, 2006.

References:

Keith Blois, Marketing, Oxford University Press, 2005.

Ramaswamy V.S. Namakumari S, Marketing Management - The Indian Context,Macmillan India Ltd, 2006.

Perreault, Basic Marketing, TMH, 2005.

Course Objective:

To understand the strategic role of operations management in creating and enhancing a firm's competitive advantages.

To understand the concepts of layout, planning, maintenance, quality and inventory control, material and store management.

Course Outcomes

At the end of the course the students will be able to:

CO - 1 : Appreciate the principles and applications relevant to the planning, design, and operations of manufacturing/service firms.

CO- 2 : Summarise the managerial responsibility for Operations, even when production is outsourced, or performed in regions far from corporate headquarters

CO - 3: Describe the boundaries of an operations system, and recognize its interfaces with other functional areas within the organization and with its external environment.

CO - 4 : Exhibit a basic understanding of the problems of waiting lines.

CO - 5 : Demonstrate an understanding of the principles of just-in-time systems.

CO - 6 : Reveal the ability to apply some mathematical forecasting techniques.

CO - 7 : Enlarge basic materials requirement schedules.

CO - 8 : Examine the concepts of operations scheduling.

CO - 9: Evaluate the legal, social, and economic environments of business.

CO - 10 :Elaborate the global environment of business.

UNIT I INTRODUCTION

12

Definition of Operations Management, evolution of Production Management as Operations Management.-Role of Operations Management in total management System-Interface between the operation systems and systems of other functional areas. Production systems. Plant Location and the factors influencing location. Plant layout - different types of layouts.Line Balancing.

UNIT II PLANNING AND CONTROL OF PRODUCTION OPERATIONS

12

Production Planning and Control: Basic functions of Production Planning and Control, Maintenance Management: Objectives: – Failure Concept, Reliability, Preventive and Breakdown maintenance, Replacement policies.

UNIT III QUALITY CONTROL 12

Quality Control and Quality Circles – Statistical Quality Control – Method Study and Work measurement – Its uses and different methods, computation of allowance and allowed time.

UNIT IV MATERIALS MANAGEMENT 12

Need use and importance of Material management - Materials Requirement Planning- Materials Budgeting- Sources of Supply of Materials -selection, evaluation and Performance of suppliers - make or buy decisions - Vendor rating - determinants of vendor rating

UNIT V: STORES MANAGEMENT: 12

Objectives: of Stores Management – Requirements for efficient. Management of Stores -safety stock. Inventory Control - Different Systems of Inventory Control, Types of Inventory. Costs -Systems of inventory control – ABC, VED and FSN analyses.

Total – 60 HOURS

Textbooks:

Stevenson J. William, Operations Management, 9th Edition, TMH, 2007.

Hanna, D.Mark& Rocky Newman, W, Integrated Operations Management-Addingvalue for Customers,PHI, 2001,

Aswathappa K. and Sridhara Bhat, Production and Operations Management, Himalaya Pub. House, 2003.

Lee J. krajewski and Larry P.Ritzman, Operations Management strategy and analysis,9th Edition, Pearson Education / Prentice Hall of India, 2007.

References:

Everett.Adam, Jr. and Ronald J. Elbert, Production and Operations Management Concepts, Models and Behaviour, 5th Edition, PHI, 2003.

Edward M. Knod and Richard J. Schonberger, Operations Management meeting customers demands, Mc Graw hill international, 2001.

KanishkaBedi, Production and Operations Management, Oxford University Press, 2005

Chary, S.N, Production and Operations Management, Tata McGrawhill,2nd Edition, 2003.

Heizer Jay & Render Barry, Operations Management, Pearson Education, 8th Edition, 2007.

15MBA015

RESEARCH METHODOLOGY

4 0 0 3

Course Objective:

To expose 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.

Course Outcome:

At the end of the course the students will be able to:

CO-1: Acquire knowledge on various kinds of research questions and research design

CO-2: Appreciate qualitative, quantitative and mixed methods research, as well as relevant ethical and philosophical consideration

CO-3: Design a good quantitative purpose statement and good quantitative research questions and hypotheses

CO-4: Familiar with good practices in conducting a qualitative interview and observation.

CO-5: Recognize how to distinguish between a population and a sample and to determine the sample size

CO-6: Identify the various types of quantitative sampling techniques and conditions to use.

CO-7: Explain the various steps involved in coding qualitative data.

CO-8: Get practical exposure on application of various statistical tools to test the hypothesis & drawing inferences

CO-9: Obtain knowledge on writing different types of report

CO-10: Develop independent thinking for critically analysing research reports.

UNIT I INTRODUCTION**12**

Introduction to Research – Business & Management Research – Research Characteristics – Research Approaches – Types of Research – Research as Process and Strategy – Applied & Basic Research Process – Problem Identification - Theoretical Framework/'Literature Survey – Scope and Course Objectives : – Research Design – Hypothesis Development – Hypothesis Testing – Exploratory Descriptive Studies – Cross Sectional & longitudinal studies.

UNIT II DATA COLLECTION**12**

Data – Methods of data collection – Questionnaire design, interview, scheduling, and e-questionnaire design, guidelines for information collection questionnaire convention and pre-testing, panel research, major qualitative research techniques, scaling techniques – nominal, ordinal, ratio, interval scales.

UNIT III SAMPLING**12**

Sampling techniques, probability and non-probability sampling – sample size determination for survey research, confidence in determining sample size – Hypothesis testing, procedures for pilot study – sampling error – sampling techniques for marketing – HR and other management areas.

UNIT IV DATA ANALYSIS**12**

Data Analysis – Editing and coding of data univariate, bivariate and multivariate analysis chi square test – correlation and regression analysis – ANOVA – elementary concepts of factor and cluster analysis –use of MS excel, SPSS in data analysis

UNIT V REPORT**12**

Introduction - Purpose of a Written Report – Basics of a Written Report – Types – Important Parts – Title, Table of Contents – Synopsis, bibliography - Introductory Section – Research Design - Result Section – Recommendation & Implementation Section.

Total – 60 HOURS**Text Book:**

Donald R. Cooper, Pamela S. Schindler and J K Sharma, Business Research methods, 11th Edition, Tata Mc Graw Hill, New Delhi, 2012.

References:

Alan Bryman and Emma Bell, Business Research methods, 3rd Edition, Oxford University Press, New Delhi, 2011.

Uma Sekaran and Roger Bougie, Research methods for Business, 5th Edition, Wiley India, New Delhi, 2012.

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.

15CMBA31 GLOBAL ENVIRONMENT OF BUSINESS 4004**Course Objective:**

To enhance knowledge and understanding of the unique aspects involved in doing business internationally on a business, legal and political level.

To identify the critical aspects of the external environment that must be modified when expanding from a domestic to an international market.

To increase an awareness and understanding of the different governmental and non-governmental bodies involved in international business .

Course Outcome:

At the end of the course the students will be able to:

Co 1: Assess the role of social, cultural, political, legal, and technological environment in aiding or hindering international business.

Co 2: Identify important opportunities and challenges in the international environment and design strategies to deal effectively with them

Co 3: Discuss global business environment, global strategic management practices and get acquainted with functional domain practices.

Co 4: Explain regional-economic integration, economic and political integration.

- Co 5:** Analyze the Market Entry strategies with various real time examples.
- Co 6:** State to have compare the different types of alliances.
- Co 7:** Compute the issues involved in developing economies and the business and political issues surrounding the business and market dynamics.
- Co 8:** Describe about Managing business globally(Cross Cultural Management)

UNIT I GLOBAL IMPERATIVE 12

An overview – International Business : A global perspective. Internationalization Process – Stages in International Business – Approaches to International Business. The World of International Business: Regional and Global Strategy – The Multinational Enterprise – The Triad and International Business.

UNIT II GLOBAL BUSINESS & NATIONAL REGULATION 12

Rationale for Government Intervention – Forms of Trade Regulation at National Level - Tariff and Non-Tariff Barriers. Regional Economic Integration: Levels of Economic Integration – Benefits & Costs of Economic Integration -Major Trading Blocks: EU, NAFTA, ASEAN and SAARC.

UNIT III GLOBAL BUSINESS AND MULTILATERAL REGULATION OF TRADE AND INVESTMENT 12

Basic Principles of Multilateral Trade Negotiations – GATT and its early Rounds – World Trade Organization – Structure and functions – TRIMs & TRIMs - WTO & India – UNCTAD.

UNIT IV GLOBAL BUSINESS AND ENTRY STRATEGIES:

12

Global Market Entry Strategies – Exporting, Licensing, Franchising, Contract Manufacturing, Assembly and Integrated Local manufacturing. Global Ownership Strategies: Ownership Strategies: Strategic Alliance – Types of Strategic Alliances – Selection of Strategic Alliance Partner, managing and sustaining Strategic Alliance – Corporate Self Analysis -Intelligent Alliances & Corporate life Cycle -Corporate Personality Types and Individual Managers Personality Types and project personality Types. Cost and Benefit Analysis of Entry Strategies: Entry Analysis and Entry strategy configuration.

UNIT V MANAGING GLOBAL BUSINESS

12

Strategy and Global Organization -Global Strategic Planning – Going Global and Implementing Strategies – Designing Effective International Organizations. Spanning Borders for Cross-Cultural Management: Cultural Dimensions of International Management – Intercultural Communications – Intercultural Negotiations. Human Resources Management in Global Context: Human Resources -Staffing, Training and Development – Managing Expatriates -International Labor Relations.
Total – 60 HOURS

Text Book:

Michael R. Zinkota, Ilkka A Ronkainen, Michael H. Moffet, International Business, Thomson – Southwestern, 2002

References:

Richard M. Hodgets& Fred Luthans, International Management, Tata McGrawHill, 2006.

John D. Daniels & Lee H. Radebaugh, International Business, Pearson Education, 2006.

John B. Cullen, Multinational Management – A strategic Approach, Thomson, 2005.

Alan M. Rugman, Richard M. Hodgettes, International Business, Pearson India, 2004.

Chary S.N., Elements of International Business, John Wiley, 2006.

Shajahan. S, International Business, MacMillan, 2006.

LarrainSeigal, International Business,Times Business Random House, New York, 1996.

David H. Holt and Karen W. Wigginton, International Management, Thomson, 2005.

Manab Thakur, Gene E. Burton and B N Srivastava, International Management, 1997.

Subba Rao, International Business, Himalaya Publications, 2007.

15CMBA32 ENTERPRISE RESOURCE PLANNING 4 0 1 4

Course objectives:

- Information technology is fundamental to the practice of general management.
- To understand and able to build an understanding of the fundamental concepts of ERP system.
- Business process knowledge has become a prerequisite to conducting sound business using the computer system as a tool to aid decision making.
- To learn ERP architecture, and working of different modules in ERP.

- To understand to develop and design the modules used in ERP systems, and can customize the existing modules of ERP systems.
- To provide an understanding of the managerial issues involved in the design and implementation of Enterprise Resource Planning Systems.

Course Outcomes:

At the end of the course the students will be able to:

CO – 1: Describe how an integrated information system can support effective and efficient business processes.

CO – 2 : Comprehend the technical aspects of ERP systems.

CO - 3 : Describe the modules distinguishing the characteristics of ERP software

CO - 4 : Interpret business processes using process mapping techniques;

CO -5 : Classify the concepts of reengineering and how they relate to ERP system implementation.

CO – 6 : Identify steps and activities in the ERP life cycle.

CO - 7 : Describe typical functionality in an ERP system;

CO – 8 : Depict typical functionality in an ERP system.

CO – 9 : Recognize the factors that led to the development of ERP systems.

CO – 10 : Paraphrase the ERP implementation packages

UNIT I Business Process Re-engineering 12

Business Process Re-engineering, Various information systems in business, ERP introduction, – ERP Characteristics – History and evolution of ERP – ERP benefits – ERP implementation, ERP Packages for Human resources Management, Fundamental Technology- Architecture, e-Business

UNIT II ERP 12

ERP and Related Technologies: Data Warehousing, Data Mining, OLAP, PLM, SCM, CRM, GIS, Intranets and Extranets, Middleware, Computer Crimes, Security and ERP

UNIT III Implementation 12

ERP IMPLEMENTATION: Planning Evaluation and selection of ERP systems- Implementation life cycle – ERP implementation Methodology and Frame work- Training – Data Migration. Role of people and Organization in implementation- Consultants, Vendors and Employees, Change Management

UNIT IV Information systems**12**

Marketing Information system and sales order processing: Sales and Distribution in ERP, Standard order in SAP. Production and Supply Chain Management information system: Production planning, Sale Forecasting, sales and operations planning, Demand management, materials requirement planning and details scheduling in ERP. Difference between traditional SCM and SCM on ERP.

UNIT V Accounting in ERP**12**

Accounting in ERP : Operational decision making, product profitability analysis, management reporting with ERP system Human Resource process with ERP: HR structure, Recruiting, Time management, Payroll, Travel management, Training and development with ERP system.

Total – 60 HOURS**Text Books:**

Sandeep Desai, Abhishek Srivastava , ERP to E2RP-A Case Study Approach, PHI Learning Private Limited, First Edition, 2013

Alexis Leon, Enterprise Resource Planning, Tata McGraw Hill, Second Edition, 2011

Jaiswal, Textbook of Enterprise Resource Planning, MacMillan Publishers India, 2005

References:

Administering SAP R/3: The HR – Human Resources Module by Jonathan Blain & Bernaid Dodd. Prentice Hall of India Pvt Ltd: 1999.

Concepts in Enterprise Resource Planning, Ellen F. Monk and Bret J Wagner, Thomson, Course Technology, India Edition, 2007

15EMBA04 SALES & DISTRIBUTION MANAGEMENT 4 0 0 3**Course Objective:**

To have a sound knowledge respect to sales forecasting techniques, sales managers functions and responsibilities.

To understand the procedures and criteria used for recruiting, training, motivating and compensating the sales force and managing the distribution network by sales force.

Course Outcome:

At the end of the course the students will be able to:

CO - 1: Clarify evolution, nature and importance of sales management

- CO - 2: Learn objectives, strategies and tactics of sales management
- CO - 3: Discern emerging trends in sales management
- CO - 4: Distinguish the linkage between sales and distribution management
- CO - 5: Recognise and demonstrate the significant responsibilities of sales person as a key individual.
- CO - 6: Describe and formulate strategies to effectively manage company's sales operations.
- CO -7: Evaluate the role of sales manager and his/ her responsibilities in recruiting, motivating, managing and leading sales team.
- CO - 8: Illustrate the fundamentals of distribution channels, logistics and supply chain management.
- CO -9: Explicate the concepts, attitudes, techniques and approaches required for effective decision making in the areas of sales and distribution.
- CO -10: Demonstrate skills acquired, critical for designing, evaluating and selecting sales and distribution strategies in practical settings.

UNIT I INTRODUCTION 12

Sales Management : Definition and meaning, Objectives, Sales Research, Sales Forecasting, Sales Forecasting methods, Sales Planning and control: Goal setting, Performance measurement, diagnosis and corrective actions.

UNIT II SALES ORGANISATION 12

Sales Organization: Need for Sales Organizations, their structure, Sales Managers Functions and responsibilities, planning for major customers and sales Budget, Specific Characteristics of a successful salesman.

UNIT III SALES FORCE DEVELOPMENT 12

Developing the Sales Force for Industrial Customers and Consumer products: - Recruiting, Selection and Training of Sales force: Procedures and criteria extensively used as selection tools for recruiting and testing sales ability. - Areas of sales Training: Company Specific Knowledge, product knowledge Industry and Market Trend Knowledge, and Customer education. - Motivating the Sales Team: Motivation Programs - Sales Meetings, Sales Contests, Sales Compensation, (Monetary compensation, incentive programs as motivators, Non-Monetary compensation – fine tuning of compensation package, Supervising

UNIT IV SALES FORCE PERFORMANCE**12**

Evaluating Sales Force Performance and Controlling Sales activities (Sales Records and Reporting Systems), Improving Sales Productivity Personal Selling: Basics, Salesmanship-definition- prospecting, resistance selling process and skills for effective salesmanship, Sales leads, Sales presentations, Types of calls, effective selling techniques, role of relationship marketing in personal selling, tools for personal selling, Value added selling

UNIT V PHYSICAL DISTRIBUTION**12**

Physical distribution - Definition, Importance – participants in physical distribution process Marketing Channels – Definition & Importance - Different forms of channels - Functions of Marketing Channels, Unconventional channels - Channels for Consumer goods, Industrial Goods & Services – Integrated Marketing Channels – Horizontal, Vertical, Multi-channel marketing Systems - International Marketing Channels, Supply Chain Management – concept – significance – components – Order processing – Material Handling – Transportation – Warehousing – Inventory Management – Reverse Logistics - Trends in Wholesaling, Channel Management - Channel Selection Process & criteria - Performance appraisal of Channel Members -- Channel Conflicts & Techniques to resolve channel conflicts

Total: 60 HOURS**Text Book:**

Gini Graham & Scott, Building a Winning Sales Team, Probus Publishing, 2007

References:

Mr.S.L.Guptha-S & DM-First Edition-XL Books, 2005.

Mr.Pingail Gopal-S &DM-Sage publication, 2008.

15EMBA07 ADVERTISING & SALES PROMOTION 4 0 0 3**Course Objective:**

The student will understand the importance of Integrated Marketing Communications.

The creative skill honing and the importance of sale promotion is emphasized.

Course outcome :

At the end of the course the students will be able to:

CO1 – Explain advertising and its impact on consumer, groups and society at large.

CO2 – Describe the ethical and moral dilemma the corporates may face in the society due to advertising.

CO3 – Infer communication process with reference to various media is stressed on.

CO4 - Predict the advertising campaign and its effectiveness.

CO5 – Outline the basics of copywriting and various components that go into an advertising .

CO6 - Categorise the advertising effectiveness is taught.

CO7 – Organise the kinds of appeal and strategies used in making of an advertising.

CO8 – Relate the advertising budget preparation.

CO9 –State the sales promotion.

CO10–Classify the the promotion mix is emphasized.

UNIT I INTRODUCTION

12

Advertising, Objectives, Nature & Scope of Advertising, Role of Advertising, Advertising & economic system in India – Advertising & Consumer Behavior, Classification & types of Advertising. Ethics & morale in Advertising, Social Responsibility. Social and Economic Aspect of Advertising, relationship with product life cycle,

UNIT II STRATEGY IN ADVERTISING

12

Marketing Communication Process, the Communication mix, The advertising planning cycle - the advertising strategy – DAGMAR approach – Integrated Marketing Communication (IMC) Strategy, Advertising as a communication Process: Concept of Integrated Marketing communication, AIDA Model, Laivdge–Stenier Model of communication, Advertising Campaign: Types, Planning and Managing Advertising campaign, Advertising strategies. The International Market environment for IMC. The return on Advertising investment – Web Advertising

UNIT III ADVERTISING CREATIVITY AND MEDIA

12

Copywriting: Guidelines for copywriting, Copywriting for print, Audio, TV and outdoor media.

Advertising layout: Components and its position, Evaluation of Advertisements: Measuring advertising effectiveness, Advertising Agencies: Structure, Functions and Client Relationship, Laws and ethics of advertising in India

UNIT IV MEDIA PLANNING & AD AGENCY 12

Advertising language – Rational vs. Emotional – Media strategy & tactics – the campaign, Advertising Agency. Advertising Budget planning – Budget preparing process – Budget Implementation, Measuring Advertising Effectiveness, Advertising Research

UNIT V SALES PROMOTION 12

Consumer sales promotion, Dealer sales promotion, Trade Promotion, productivity of sales promotion –Sales Promotion – Planning, Budgeting & implementing & controlling campaigns Publicity & Public Relations,

Total: 60 HOURS

Case Study:

Budgeting Decision
Ethics & Social Responsibility
Sales Promotion
Celebrity advertising Decision
Creativity

Text Book:

Batra, Myers & Aaker, Advertising Management, Prentice Hall of India, 2002.

References:

Frank Jefkins, Advertising, Macmillan India Ltd, 2000.
Kueglar Jr. Web Advertising and Marketing, Prentice Hall of India. 2000
Guinn, Advertising, Thomson Learning, 1998

15EMBA06

RURAL MARKETING

4 0 0 3

Course Objective

To conceptualise and understand about the Rural Marketing with special reference to Indian context and develop skills required for planning of Rural .
To create awareness about the applicability of the concepts, techniques and processes of marketing in rural context.
To examine the STP in rural marketing.

To familiarize with the special problems related to sales in rural markets. Perspectives of rural marketing and the knowledge of the emerging managerial initiatives and relevant frameworks in rural marketing, institutions engaged in rural marketing.

To study about the brand building concepts in rural marketing

Course Outcomes

At the end of the course the students will be able to:

CO - 1: Apply the fundamentals of rural marketing, its scope and characteristics of rural marketing.

CO -2: Determine the classifications of rural markets and challenges and opportunities in India

CO -3: Clarify the STP in the market.

CO -4: Compute the various approaches in rural segmentation.

CO -5: Evaluate the ways to brand building in rural India.

CO -6: Identify the fake brands and brands in rural markets.

CO -7: Challenges encountered in rural communications.

CO -8: Design the appropriate promotional mix

CO -9: Demonstrate about e-rural marketing.

CO -10: Indicate the role of government and NGOs in rural marketing.

UNIT I INTRODUCTION

12

Definition, scope of rural marketing, concepts, components of rural markets, classification of rural markets, Rural Marketing: Nature, Definition, Scope, Importance, Challenges and Opportunities in India. Factors influencing Rural Marketing: Socio-cultural factors, population, occupation, literacy level, land distribution & use, development programmes, infrastructure, communication media, credit availability, local requirements, rural vs. urban markets, Characteristics of Rural consumers - Buying decision process - - Potential and size of the Rural Markets, Rural marketing environment

UNIT II RESEARCH ON RURAL MARKETS**12**

Thompson index. Market research (with special reference to seeds, fertilizers, farm equipment's, new techniques, agricultural output & other services.) - Selection of Markets, Segmenting, Targeting and Positioning - Segmentation- Heterogeneity in Rural, Prerequisites for Effective Segmentation, Degrees of Segmentation, Basis of Segmentation and Approaches to Rural Segmentation, Positioning- Identifying the positioning Concept, Selecting the positioning Concept, Developing the Concept, Communicating the Concept.

UNIT III RURAL MARKETING STRATEGY**12**

Product Strategy - Product mix Decisions - Competitive product strategies for rural markets. Branding in Rural India- Brand building in Rural India, Fake Brands- the Fakes Market, Strategy to counter fakes, Structure of competition in Rural India,

UNIT IV PRICING**12**

Pricing strategy - pricing policies - innovative pricing methods for rural markets - promotion strategy - appropriate media - Designing right promotion mix - promotional campaigns. Challenges in Rural Communication, Distribution - Logistics Management - Problems encountered - selection of appropriate channels - New approaches to reach out rural markets. The future of Rural Marketing: Focused Marketing Strategies, Market Research, Consumer Finance.

UNIT V E-RURAL MARKETING**12**

E-Rural Marketing: e-Choupal Model of ITC, IT for Sustainable Rural Development and E-Governance in rural market Corporate Sector in Agri-business: Cultivation, Processing & Retailing Organized Rural Retailing, Social Marketing: Corporate Social Responsibility and Rural Marketing Consumer Education: Consumer Education and consumer movement in rural India. Role of government in Rural Marketing, Role of NGOs in Rural Marketing.

Total: 60 HOURS**TextBooks:**

Rural Marketing – C G Krishnamacharyulu, Lalitha Ramakrishnan – Pearson Education ,2008

Rural Marketing: Indian Perspective By Awadhesh Kumar Singh Satyaprakashpandey
New age publishers,2007

A Textbook on Rural Consumer Behaviour in India: A Study of FMCGs by Dr. A
Sarangapani,University Science Press, First Edition 2009

References:

By Ramkishen, New Perspectives on Rural Marketing: Includes Agricultural Marketing,
Jaico Publishing House, 2002.

Pradeep Kashyap& Siddhartha Raut, Rural Marketing, Biztantra,2002

U.C.Mathur, Rural Marketing, Himalaya Publishing House, 2002.

RajagopalRawat Indian Rural Marketing ,Macmillan Publishers,2001

R. C. Arora, Integrated Rural Development, Galgotia Publishing, 2008.

15EMBA10 IT FOR RETAILING 4 0 0 3

Course Objective:

To understand the role importance and competitive advantages of informational
technology in retailing, how information technology is used in inventory, forecasting,
coding, and replenishment.

To have a sound knowledge in retail web technology and the future trends of retailing in
business.

Course Outcome

At the end of the course the students will be able to :

CO1 - Outline the importance of IT in retailing.

CO2 – Depict the information system for effective retailing.

CO3 - Emphasise the importance of inventory control through IT.

CO4 – Infer the database maintenance.

CO5 – Clarify the retail management systems.

CO6 – Identify the point of sale.

CO7 – Recognise the technological changing buying behavior of the consumer.

CO8 – Analyse the success of various E commerce companies in India.

CO9 – Predict the changing front of the retail units due to change in technology.

CO10 – Describe the availability of various specialized softwares for retailing is
understood.

UNIT I	INTRODUCTION	12
	Role of IT in Retail Trade, Advantages of IT in Retail Trade like Cost productivity benefits and Marketing benefits, Competitive advantages of Information technology, limitations of using IT, Essential Requirements of an Information System for retail.	
UNIT II	APPLICATIONS	12
	Applications of IT in Retail Management: inventory control, POS - Point of sale, Sales Analysis, Planning and Forecasting, CPFR- Collaborative Planning, Forecasting and Replenishment.	
	Capturing and transmitting data at POS , advantages, elements of data capture — coding system code symbology Means of data capture Database marketing, Data Mining, Data Mart	
UNIT III	SUPPORTING TECHNOLOGY	12
	Technology for retail Management: POS – Point of Sale Technologies available Barcode scanning, electronic shelf tags, self-checkouts, RFID tags, fingerprint authentication.	
	Evolution of Retail Management Systems: Introduction to self-service, supermarkets, atomistic retail to regional networks chain stores, POS to point of purchase, push action to push strategy, Point of Differentiation, Point of Customer.	
UNIT IV	INTERNET RETAILING	12
	Web based retailing! E- Retailing! E Commerce (B2C): Kinds of retailers engaged in electronic commerce: virtual retailers, two channel retailers, Multichannel retailers Role of Internet, Benefits of Internet, Monitoring the progress of an internet e- retail business, limitations of the web. Emergence of eBay, Amazon and others, comparison of web based retailing and other forms of retailing.	
UNIT V	FUTURE TRENDS	12
	Future trends : Smart cards, E-cash, Multimedia kiosks, Customer specific offers, Electronic body scanners, Electronic shelf front Retail management systems in the market: ERP systems like SAP and PeopleSoft, Specialized retail software providers like JDA, Retek, Essentus, SANDMAR RM 6000 and others, Open source software.	
		Total: 60

HOURS

Text Book:

Mr. Robert Lewis- I.T. in Retailing, Unicom Seminars Ltd., 1989

References:

- M.C. Cant, Introduction to Retailing, Juta & Co. Ltd., 2005
- Khurana, Information Technology for retailing, McGraw Hill, 2010
- R. Perumalsamy, Retail Business Management, Anmol Publications, 2010
- Arif Sheikh and Kaneez Fatima, Retail Management, Himalaya Publishing House. 2008.

15EMBA12 COMPENSATION MANAGEMENT 4 0 0 3

Course objective:

1. To learn the concepts of compensation management and its objectives.
2. To gain knowledge regarding various benefits to be provided to the employees, wage and salary administration.
3. To have thorough understanding on the laws related to compensation for both the employees and employer.

Course Outcome

At the end of the course the students will be able to:

CO – 1: Management Approach illustrates the art and science of compensation practice and its role in promoting a company's competitive advantage.

CO – 2: Outline the basic compensation concepts and the context of compensation practice

CO – 3: Illustrate different ways to strengthen the pay-for-performance link.

CO – 4: Learn the concepts of Payment and employee benefits issues for contingent workers.

CO –5: Identify the legal required employee benefits.

CO –6: Clarify the implications for strategic compensation and possible employer approaches to managing legally required benefits

CO – 7: Demonstrate how the component parts of reward strategy fit together

CO – 8: Explore issues surrounding the effective management of the human resource

CO – 9: Describe why staff are the most expensive resource of the organization

CO – 10: Evaluate new practices that might benefit their organization

UNIT I INTRODUCTION 12

Introduction: Compensation meaning, objectives, nature of compensation, types of compensations, compensation- base to pay, individual Vs team rewards, Perceptions of pay Fairness, legal constraints on pay systems.

UNIT II COMPENSATION STRUCTURE AND DIFFERENTIALS 12

Managing Employee Benefits: Benefits- meaning, benchmarking benefit schemes, nature and types of benefits, Employee benefits programs- security benefits, retirement security benefits, health care benefits, Theories of wages - wage structure - wage fixation - wage payment - salary administration.

UNIT III REWARD SYSTEM, INCENTIVES AND PAY RESTRUCTURING 12

Design of Performance-linked Reward System, Incentives for Blue and White Collars, Allowances and Benefits, Bonus, Profit Sharing, Downsizing and Voluntary Retirement Scheme

UNIT IV LEGAL FRAMEWORK OF WAGE AND SALARY ADMINISTRATION 12

Law relating to Payment of Wages, Salary and Bonus, Regulation of Minimum Wages and Equal Remuneration, Law Relating to Retrial Benefits

UNIT V EMERGING ISSUES AND TRENDS 12

Tax Planning, Overview of Future Trends in Compensation Management

Total: 60 HOURS

Text Book:

Herman Aguinis, Performance Management , Prentice Hall, 2012

References:

Compensation & Reward Management, BD Singh, Excel Books, 2012

Compensation, Milkovich& Newman, McGraw-Hill Education, 10th edition, 2010

Course Objective:

This paper aims to impart the understanding about the performance management system and strategies adopted by the organizations to manage employees' performance.

This paper also intends to give insights on how to identify, integrate, and retain talent in an organization to deliver high performance.

To examine the importance of an effective performance management system in helping organizations define and achieve long term and short term goals vital to its overall success.

Course Outcome :

At the end of the course the students will be able to:

CO – 1: Design an organizations performance management process that is compliant with law and supports organizational mission and strategy.

CO – 2: Compare and contrast various organizational performance management programs and best practices and define attributes of effective performance management systems.

CO – 3: Employ job-related performance standards and performance indicators that reflect the employees range of responsibilities.

CO – 4: Assess how increased employee involvement can contribute to effective performance and coach employees to identify career paths and resources available to support individual development.

CO – 5: Clarify and communicate appropriate actions with employees (e.g. training and development, wage increase, promotion, bonus etc.) based on their performance strengths and weaknesses.

CO – 6: Identify some common myths associated with workplace conflicts, common reasons that conflicts arise, and types of workplace conflict

CO – 7: Distinguish between conflict management and conflict resolution

CO – 8: Identify conflict resolution styles, resolve workplace conflicts, including team conflicts, and identify the communication skills required

CO –9: Incorporate evidence based outcomes in performance management

CO – 10: Arrange the appropriate behavioral targets as well as other more quantifiable targets.

UNIT I Introduction 12

Definition, concerns and scope - Historical developments in Performance Management - aims and role of PM systems, characteristics of an ideal PM systems, performance management process, Performance appraisal Vs performance management –

UNITII Performance Appraisal System Implementation 12

Setting objectives - Organisational and individual performance plans - determinants of performance Components of Managing performance and development plan - setting mutual expectations and performance criteria. approaches to measuring performance, diagnosing the causes of poor performance.

UNIT III Conducting Staff Appraisals 12

Purpose of Appraising - Methods of appraisal, objectives, skill required, the role of the appraiser, job description & job specification, appraisal methods, raters errors, data collection, conducting an appraisal interview, follow up & validation.

UNIT IV Performance Management & Employee Development 12

Personal Development plans, 360 degree feedback as a developmental tool performance management & reward systems; performance linked remuneration system, performance linked career planning & promotion policy.

Unit V Current Trends In Performance Management System 12

Performance Consulting, concept, organizing performance improvement department, Potential appraisal use of technology, issues and concern in performance management. Building and leading High performing teams - team oriented organizations - developing and leading high performing teams.

Total: 60 HOURS

Text Books:

T.V. Rao: 'Performance Management and Appraisal Systems'; Response Books; 2011.

Chadha, Performance Management: It's About Performing – Not Just Appraising, McMillan India Ltd, 2003.

References:

Herman Aguinis, Performance Management, Pearson Education, 2012.

Dixit Varsha, Performance Management, Vrinda Publications Ltd, 2009

Michael, Armstrong , Performance Management, Kogan Page, 2003

15EMBA09 STRATEGIC HUMAN RESOURCE MANAGEMENT 4003

Course Objective:

To distinguish the strategic approach to human resources from the traditional functional approach.

1. To understand the role strategic human resource management in a firm's success, along with knowledge of the basic functions of human resource management, current practices, and issues.

The course will enable students to understand HR function's strategic partner role in contributing to business strategy development.

The course would enable students to gain an understanding of the latest trends and developments in training.

Course Outcome

At the end of the course the students will be able to:

- Co 1:** Identify the key HRM functions and operations;
- Co 2:** Explain, illustrate and reason with the key human resource management concepts;
- Co 3:** Compare the linkages between HRM functions and operations and organisational strategies, structures and culture;
- Co 4:** Exhibit behaviour and performance that demonstrates enhanced competence in decision-making, group leadership, oral and written communication, critical thinking, problem-solving, planning and team work.
- Co 5:** Apply the concept of HR Audit.
- Co 6:** Analyze how training helps to improve the employee performance.
- Co 7:** Discuss the concept of career development and various career stages
- Co 8:** Assess the concept of Cross Cultural Training and its significance in the current Scenario
- Co 9:** Calculate the Concept of Competency mapping and potential assessment center.

UNIT I	HUMAN RESOURCE DEVELOPMENT	12
	Meaning – Strategic Framework for HRD – Vision, Mission and Values – Importance – Challenges to Organizations – HRD Functions – Roles of HRD Professionals – HRD Needs Assessment – HRD Practices – Measures of HRD Performance – Strategy and Business Goals – HRD Program Implementation and Evaluation – Recent Trends – Strategic Capability.	
UNIT II	EVALUATING HRD	12
	Motivational aspects of HRD – Line managers and HRD – Developmental supervisions counseling and mentoring – Bench Marking – Human Resource Accounting – HRD audit.	
UNIT III	TRAINING AND DEVELOPMENT	12
	Training – Types of training - Formulation and statement of training and development policies – training and developments of managerial personnel – technical personnel and workers – management development methods – Evaluation of training and development programmes – e-training – Cross culture.	
UNIT IV	CAREER & COMPETENCY DEVELOPMENT	12
	Career Concepts – Roles – Career stages – Career planning – career development – competencies and career management - Managing Career Plateaus – Designing Effective Career Development Systems – competency mapping model - Equity and Competency based Compensation– succession planning – potential appraisal assessment center.	
UNIT V	HRD IN ACTION	12
	HRD approaches for coping with major organizational changes and case studies of HRD in Indian organization – current developments, role of HR functions in TQM – employee health and welfare programs work stress – Employee coaching and counseling.	

Total: 60 HOURS

Text Books:

- Jim Griesmer, Strategic Human Resource Development, Sage Publications, 2003.
Srinivas R.Kandula, Strategic Human Resource Development, PHI, 2001.

References:

- Jeffrey A Mello, 'Strategic Human Resource Management', Thomson, Singapore, Southwestern 2003.

Randy L.Desimone, Jon M. Werner – David M. Marris, 'Human Resource Development', Thomson Southwestern, Singapore, 2002.

Robert L.Mathis and John H. Jackson, 'Human Resource Management', Thomson Southwestern, Singapore, 2003.

Rosemary Harrison, 'Employee Development' – University Press, India Ltd, New Delhi, 2003.

Srinivas Kandula, 'Human Resource Management in Practice', Prentice Hall of India, 2005, New Delhi, 2004.

Werner &Desimone, Human Resource Development, Cengage Learning, 2006

William E. Blank, Handbook For Developing Competency Based Training Programmes, Prentice-Hall, New Jersey, 1982.

Uday Kumar Haldar, Human Resource Development, Oxford University Press, 2009.

15EMBA18 DATABASE MANAGEMENT SYSTEMS 4 0 0 3

Course Objective:

Databases and database systems are an essential component of life in modern society: most of us encounter several activities every day that involve some interaction with a database.

The objective of this subject is to introduce Database to the Management Students, which is a fundamental for the future information based business scenario.

Course outcome

At the end of the course the students will be able to:

CO – 1: Differentiate database systems from file systems by enumerating the features provided by database systems and describe each in both function and benefit.

CO – 2: Define the terminology, features, classifications, and characteristics embodied in database systems.

CO – 3: Analyze an information storage problem and derive an information model expressed in the form of an entity relation diagram and other optional analysis forms, such as a data dictionary.

CO – 4: Demonstrate an understanding of the relational data model.

Total: 60 Hours

Text Book:

David Kruglinski, Osborne, Data Management System, McGraw Hill Publication. 2001

References:

G.K. Gupta, Database Management Systems, Tata McGraw Hill, 2011

Shirley Neal and Kenneth LC Trunik, Database Management Systems in Business – Prentice Hall of India (P) Ltd. 2010

Godeon C. Everest. Data base Management, McGraw Hill Book Company, 2009

Panneerselvam, Database Management Systems, PHI, 2002.

G.V. Post – DBMS designing & building business application – McGraw hill international edition – 1999.

15EMBA19 BASICS OF SOFTWARE DEVELOPMENT 4 0 0 3

Course Objectives

1. Be aware of the important concepts and principles of software development.
2. Understand the need for a software development lifecycle.
3. Identify the different methodologies used in software development.
4. Recognize the importance of testing the software.
5. To discuss and develop skills in the analysis, design and implementation of software development.
6. To introduce the need and benefits of software development in the Business scenario.

Course outcomes

At the end of the course the students will be able to:

CO -1: Appreciate the engineering nature of software development.

CO - 2: Describe key activities in software development.

CO* - 3: Explicate key concepts in software development such as risk and quality.

CO - 4: Clarify the basics of coding in software development.

CO - 5: Identify the basics of an object-oriented approach to software development.

CO - 6: Analyze computer users' needs in order to design, construct, test and maintain computer application software or systems.

CO -7: Apply relevant methods to assess the important design and development and implementation challenges involved in software development.

CO - 8: Demonstrates to software engineers how Experimental Design and Analysis can be used to validate their beliefs and ideas.

CO - 9: Recognise foundational knowledge on the design methodologies.

CO - 10: Expand knowledge on the different quality metrics.

UNIT I INTRODUCTION 12

Overview of software development life cycles and Challenges in the phases – software engineering Process paradigms – Comparison between Process and Product –Metrics – Software project management – Planning – estimation – Risk analysis – Software project scheduling.

UNIT II REQUIREMENTS ANALYSIS 12

Requirement Analysis – Definition – Specification - tools – Formal Specification – Prototyping Specification – Analysis modeling.

UNIT III SOFTWARE DESIGN 12

Software design – Abstraction – Modularity – Software Architecture – Effective modular design - Cohesion and Coupling – Architectural design - Procedural design – Data flow oriented design – Object Oriented design.

UNIT IV INTERFACE DESIGN AND IMPLEMENTATION 12

User interface design – Human factors – Human computer interaction – Interface standards. Fundamentals of coding – code documentation – code efficiency – Software Configuration Management.

UNIT V SOFTWARE QUALITY AND TESTING 12

Software Quality Assurance – Review, Walkthrough and inspection- Quality metrics – Software Reliability – testing – Path testing – Control Structures testing – Black Box testing – Integration, Validation and system testing – Software Maintenance – Case studies.

Total: 60 Hours

Text book:

Sommerville, Software Engineering, Addison Wesley, 2007.

References:

Ali Behforooz and Frederick J. Hudson, Software Engineering Fundamentals, Oxford publications, 1996

Roger Pressman. S., Software Engineering, A Practitioner's Approach, Tata McGraw Hill, New Delhi. 2005

Pfleeger, 'Software Engineering', Prentice Hall, III Edition, 2009

Carlo Ghezzi, Mehdi Jazayari, Dino Mandrioli, 'Fundamentals of Software Engineering, Prentice Hall of India, 2003

Richard Fairley, 'Software Engineering', II Edition, Tata McGraw Hill, New Delhi. 1985

15EMBA20 DATA MINING AND DATA WAREHOUSING 4003

Course Objective:

The objective of this subject is to develop a basic understanding of Data Mining and Warehousing concepts.

To understand the basic steps in these processes and to understand the need and the benefits of these concepts in the information based business operations.

Course outcome:

At the end of the course the students will be able to:

CO1 - Realize data mining principles and techniques: Introduce DM as a cutting edge business

CO2 - Acquaint DM techniques for building competitive advantage through proactive analysis, predictive modelling, and identifying new trends and behaviours.

CO3 - Analyse large sets of data to gain useful business understanding.

CO4 -Aware to produce a quantitative analysis report/memo with the necessary information to make decisions.

CO5 - Describe and demonstrating basic data mining algorithms, methods, and tools

CO6 - Identify business applications of data mining

CO7 – Develop overview of the developing areas - web mining, text mining, and ethical

aspects of data mining.

CO8 – Comprehend the data mining concepts in different industries.

UNIT I INTRODUCTION TO DATA MINING 12

Kind of data, DM Functionalities, Classification of DM Systems, Issues in DM. What is Data warehousing (DW)? Multidimensional data model: Data cubes, Stars, snowflakes and fact constellations Defining schemas, concept hierarchies, CLAP

UNIT II DATA WAREHOUSE ARCHITECTURE 12

Architecture of data warehousing, Steps for design and construction, Three-tier Data, Warehouse architecture, Types of OLAP servers: ROLAP versus MOLAP versus HCLAP

UNIT III IMPLEMENTATION 12

Data Warehouse Implementation: Efficient computation of Data cubes Indexing CLAP Data and efficient processing of CLAP queries Back-end tools and utilities

UNIT IV DATA PROCESSING 12

Data Preprocessing Why to preprocess data? Data cleaning: Missing Values, Noisy Data, Data Integration and transformation Data Reduction: Data cube aggregation, Dimensionality reduction. Data Compression, Numerosity Reduction Discretization and Concept Hierarchy Generation

UNIT V DATA WAREHOUSING AND DATA MINING 12

Data Mining Primitives, Languages and System Architectures: Task relevant data. Kind of Knowledge to be mined, DM Query languages: Syntax, Designing GUI. Architectures of DM Systems concept of Cluster Analysis. Application and trends in Data mining Data Mining for Financial data analysis, Data Mining for retail industry, Data mining for telecommunication industry

Total: 60 Hours

Text Book:

- David J. Hand, Heikki Mannila, and Padhraic Smyth, Principles of Data Mining, Massachusetts Institute of Technology, 2001

References:

- J. Han, M. Kamber, Morgan, Data Mining Concepts and Techniques, Kaufmann Publishers, 2001.

- M. Kantardzic, Data mining: Concepts, Models, Methods and Algorithms, John Wiley & Sons Inc., 2003.
- Margaret H Dunham, Data Mining: Introductory and Advanced Topics, Pearson India, 2008
- H. Witten, E. Frank, Data mining: Practical machine learning tools and techniques, 2nd ed., Morgan Kaufmann Publishers, 2005.
- R. J. Roiger, M. W. Geatz, Data mining: A tutorial-based primer. Pearson Education, 2003.

15EMBA21 TOTAL QUALITY MANAGEMENT 4 0 0 3

Course objective:

- To understand the success factors, the principles for successful implementation of Total Quality Management.
- To understand the tools and technique for implementation of TQM in any industry.
- To create awareness about the ISO certification process and new trend like Six Sigma.

Course outcome:

At the end of the course the students will be able to:

CO – 1: Define the quality based on the quality gurus.

CO – 2: Appreciate the implementation of PDCA cycle based on the problem solving method.

CO – 3: Acquire knowledge on the various techniques of TQM

CO – 4: Comprehend the ISO system based on the implementation.

CO – 5: Advance knowledge on the management tools.

CO – 6: Recognize the implementation of SPC tools.

CO – 7: Degree of variation, defect and opportunity based on six sigma.

CO – 8: Apprehend the Six Sigma methodologies based on the implementation and tools.

CO – 9: Realize the implementation of SPC tools using Six Sigma methodologies

CO – 10: Expansion the DMAIC based on the implementation of tools and techniques.

UNIT I	TQM- HISTORY AND EVOLUTION:	12
	Core concepts, Definition, Frame work, Learning's from Quality Gurus – Shewhart, Deming, Juran, Feigenbaum, Ishikawa, Crosby, Conway, Imai Taguchi. Customer satisfaction, customer satisfaction model, Customer satisfaction measurement, Customer perception of quality, Service quality, Continuous process improvement, PDCA cycle (Deming wheel).	
UNIT II	TOOLS FOR QUALITY:	12
	Bench marking, quality function deployment (QFD), quality by Design, FMEA, Total Productive Maintenance, ISO- 9000, ISO -14000, COPC – 2000. HRM in TQM	
UNIT III	MANAGEMENT TOOLS	12
	Quality Circles, Management Tools: Forced field analysis, Affinity diagram; Kaizen: Poka-yoke, JIT; Pareto analysis, Flow charts, Run and control charts, Check sheets, Histogram, Scatter diagrams, Cause and Effect analysis.	
UNIT IV	SIX SIGMA:	12
	Definition, Competitive advantages, Setting business metrics, Implementation of six sigma, core of six sigma, Design for six sigma (DFSS) and Tools.	
UNIT V	BUSINESS PROCESS REENGINEERING:	12
	Introduction, principles and methods, Methodology for Reengineering business, Process Reengineering, tools, Process simulation, the matrix of change, Measurement issues, Redesign organization for time based management.	
		TOTAL : 60 HOURS

Text books:

- Besterfield, et al., “Total Quality Management”, Pearson Education Asia 3rd Edition, 2006.
- Suganthi, L. and Samuel, A., “Total Quality Management”, Prentice Hall (India) Pvt. Ltd., 2006.

References:

- Evans, J.R. and Lindsay, W.M., “The Management and Control of Quality”, 6th Edition, South-Western (Thomson Learning), 2005.
- Oakland, J.S., “TQM – Text with Cases”, Butterworth – Heinemann Ltd., Oxford, 3rd Edition, 2006.
- Janakiraman, B. and Gopal, R.K., “Total Quality Management – Text and Cases”, Prentice Hall (India) Pvt. Ltd., 2006.

- Pathak,G., “Total Quality Management”, Macmillan publishers India Ltd., 2011.

15EMBA22 LOGISTICS MANAGEMENT 4003

Course Objective:

- To gain knowledge about the scope of logistics as an industry.
- To enable the students to understand the issues involved in Logistics Management.

Course Outcome:

At the end of the course the students will be able to:

CO – 1: Familiar with the Basic of Logistics management.

CO – 2: Clearly explain the role of logistics in competitive strategy.

CO –3: Classify the warehousing functions and its types.

CO – 4: Explain the role of material handling and material storage system.

CO – 5: Recognize the performance management system.

CO – 6: Practice the logistics cost concept.

CO – 7: Express the concept of transportation system and freight management.

CO – 8: Memories the concept packaging methods.

CO – 9: Infer the current trends in Logistics information system.

CO – 10: Experiment the reverse logistics concepts.

UNIT I INTRODUCTION TO LOGISTIC AND COMPETITIVE STRATEGY 12

Definition and Scope of Logistics – Functions & Objectives – Customer value chain – Service phases and attributes – Supply Chain Management – Value added logistics services – Role of logistics in competitive strategy. Inventory types, Inventory Management and Control.

UNIT II WAREHOUSING AND MATERIALS HANDLING 12

Warehousing functions – types – Site Selection – Decision model – Layout design – Costing - Virtual warehouse. Material Handling equipment and systems – Role of material

handling in logistics. Material storage systems – principles – benefits – methods. Automated material handling.

UNIT III PERFORMANCE MEASUREMENT 12

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. Modes and Models of Logistics.

UNIT IV TRANSPORTATION AND PACKAGING 12

Transportation system – Evolution, Infrastructure and networks. Freight management – Route planning – Containerization. Modal characteristics, Inter-modal operators and transport economies. Packaging – Design considerations, material and cost. Packaging as unitization. Consumer and industrial packaging, 3PL, 4PL Advantages and Disadvantages, new concepts in transportation and FPC

UNIT V CURRENT TRENDS 12

Logistics information systems – Needs, characteristics and design. E-Logistics – structure and operation. Logistics resource management. Automatic identification technologies. Warehouse simulation. Reverse logistics – Scope, design and as a competitive tool. Global logistics – Operational and strategic issues. Strategic logistics planning, RFID & its functions, ERP and Logistics.

Total: 60 Hours

Text Books:

Sople Vinod V, Logistics Management-The Supply chain imperative, Pearson Education, Indian Reprint 2004.

Ailawadi C Sathish & Rakesh Singh, Logistics Management, Prentice Hall India, 2005.

References:

Coyle et al. The Management of Business Logistics, Thomson Learning, 7th Edition, 2004.

Bowersox Donald J. Logistics Management – The Integrated Supply Chain Process, Tata McGraw Hill, 2000.

Bloomberg David J et al., Logistics, Prentice Hall India, 2005.

15EMBA23 VALUE MANAGEMENT 4003

Course Objective:

To educate about value management concept which is a service that maximizes the functional value of a project by managing its development from concept to occupancy through the audit of all decisions against a value system determined by the client.

Value management consist of the combined application of value methodologies and other methodologies at organizational level (from strategic to operational) in order to improve organizational effectiveness

Course Outcome:

At the end of the course the students will be able to:

- CO – 1: Describe the Basic of Value management.
- CO – 2: Clearly explain the role of value management in II World war.
- CO –3: Outline the various phases of value management.
- CO–4: Convert the concept of implementation process in value management.
- CO – 5: Prepare the function analysis system.
- CO–6: Categories the relationship between value management and risk management.
- CO–7: Assemble of core activity of value management dynamics.
- CO – 8: Assess the approaches of functional cost.
- CO–9: Compose the implementation & integration process of value Management.
- CO–10: Manage the role of information technology in Value Management.

UNIT I INTRODUCTION 12

History of VM - Value Management during World War II -Various terms of VM - Value Engineering , Value analysis - Value maximization, Scope - Definition what is V.M, Key principle of VM, Key attributes of VM - Standard on value Management – AS 4183 – 2003. VM application – in product, process, service organization part organization. V M in Europe and around the world.

UNIT II VALUE MANAGEMENT APPROACH 12

Need for VM in projects. – Concept of value – Dimensions & measurement of value. VM cycle; Discovery phase-Realization phase _ optimization phase.Implementation of VM - VM approach – Cross Functional Frame work – Use of Function – Structural Decision Process – The team – composition – Task and responsibilities job plan. The management of Value – Preparation Identification of Need – team function – Data gathering – cost techniques, modeling - Presentation.

UNIT III VALUE DESIGN-PRODUCT STRATEGY 12

Function analysis–Identity, Function-Customer orientation Organizational Function. Rank Function, FAST diagram, Characteristic function Rate Function, Creativity – in search of solution - creativity in VM, creating synergists, creating value, Creating Road blocks, Forum. Evaluation – Elimination of ideas, Section ranking methods, Rating – weighted matrix Example – Action Plan. The VM – process. V M Reviews Relationship between Project value and risk, VM as an AID to Risk assessment – Inter relate – VM and Risk Management.

UNIT IV VALUE MAXIMIZATION DYNAMICS 12

Focus on core activity,--identify core activity—out source noncore activity-Focus on project control-optimize core operation - Address of inefficiencies in core activity— Reduction in time needed to develop plan-improve on cost margin, Essence of functional cost approach- Customer value, Earned VM; -Guide line from ANSI/EIA748-TEN fundamentals principle of EVM. Australian std on VM; AS4183-2007 .SAVE (Society of American Value Engineers) –US Std ASTM E 1699 Practice of performing value Analysis.

UNIT V VALUE MANAGEMENT INTEGRATION AND IMPLEMENTATION 12

Benefits of VM -Other value requirements. VM in investment return.-VM –and INFORMATION TECHNOLOGY (IT- SAP Application on strategies, mythologies and for the life cycle. VM Integration-Deployment-enforcement.

Total: 60 Hours

TextBook:

Del L. Younker, Value Consulting, Winter Springs, Florida, USA “Value Engineering Analysis and Methodology”, Marcel Dekker Inc, New York. Basel 2003

References:

Michel Thiry “Value Management Practice” PMI Publications Division, Sylvania, NC 28779, USA 1984

“Value Management Guideline” by New South Wales Treasury , September 2004

15EMBA24 MANAGEMENT OF FINANCIAL SERVICES 4 0 0 3

Course Objective:

Understand the role, scope and growing contribution of financial services in the service sector of the economy.

Comprehend the role of depository system, dematerialization and re-materialization of the securities. Study the role, types of mutual funds and computation of NAV.

Know the impact and role of Credit rating in the corporate world.

Course Outcome:

At the end of the course the students will be able to:

CO – 1: Prepare the concepts of financial services.

CO – 2: Apply different procedures as to merchant banking activities.

CO – 3: Utilize the guidelines provided by various legal and regulatory framework.

CO – 3: Analyze the different elements as to leasing and hire-purchasing concepts.

CO – 4: Assess the different trends of the leasing industry..

CO – 5: Clarify the concepts as to insurance industry.

- CO – 6: Describe the legal aspects of insurance.
- CO – 7: Identify various kinds of financial services.
- CO – 8: Recognize the concepts of online trading activities.
- CO – 9: Employ knowledge on mutual funds.
- CO –10: Construct the current challenges and scenario.

UNIT I FINANCIAL SERVICES 12

Concept and meaning. Classification – Traditional and Modern activities; Fund-based and non-fund based activities. Financial Engineering – Need for financial innovation; Model for new product development; new financial products and services. Current scenario and challenges to the financial services sector in India.

UNIT II MERCHANT BANKING 12

Concept and evolution of merchant banking (MB) in India. SEBI (MB) Regulations, 1992. Functions of MBs – MBs’ activities and SEBI guidelines related to issue management. Recent Developments and Challenges ahead – Institutional Structure – Functions of Merchant Banking - Legal and Regulatory Frameworks – SERA- SEBI guidelines- FEMA, etc. - Relation with Stock Exchanges, OTCEI and NSE– Investment banking – Private equity – Hedge funds – Meaning and differences

UNIT III LEASING AND HIRE-PURCHASING: 12

Basics of Leasing and Hire purchasing – Financial Evaluation – Tax Implication. (a) Leasing concept and classification. Evolution of leasing industry in India. Funding and regulatory aspects of leasing in India. Financial evaluation of leasing – break-even lease rental. Negotiating lease rental. Assessment of lease related risks. (b) Hire-purchase concept and characteristics.

UNIT IV INSURANCE 12

Definition and basic characteristics of insurance. Requirements of an insurable risk. Types of insurance. Benefits and Costs of insurance to society. Fundamental legal principles of insurance. Functions of insurer. IRDA and recent trends in insurance sector in India.

UNIT V OTHER FINANCIAL SERVICES 12

(a) Factoring and bill discounting concept process and forms. Functions of a factor. Legal aspects of factoring and bill discounting. Factoring scenario in India. (b) Credit rating concept and utility. Credit rating agencies in India and their performance. Financial

dimensions of crediting rating methodology. Types of ratings and symbols. Consumer Credit – Credit Cards – Real Estate Financing – Bills Discounting – Recent Developments in Factoring and Forfeiting – Venture Capital. Personal Financial Services: Debit Card - Credit Card - On Line Stock Trading – Housing Loans – Other Personal Loans.

Case Study:

1. Credit Cards
2. Venture Capital
3. Merchant banking

Total: 60Hours

Text Books:

C Rama Gopal, “Management of Financial Services”, Vikas Publishing House, 1st Edition, 2014.

M.Y.Khan, “Financial Services”, Tata McGraw Hill, 12th Edition, 2012.

Machiraju, “Indian Financial System”, Vikas Publishing House, 2nd Edition, 2010.

References:

Rajesh Kothari, “Financial Services in India – Concepts and Application”, Sage India. 2010.

J.C.Verma, “A Manual of Merchant Banking”, Bharath Publishing House, New Delhi, 2001.

B.S Bhatia, G.S.Batra, “Management of Financial Services”, Deep and Deep Publications, 1996.

15EMBA15 INTERNATIONAL FINANCIAL MANAGEMENT 4 0 0 3

Course Objective:

To study the role that international trade and investment, currency movements, derivative instruments, hedging strategies, international financial markets.

To learn the international agreements and institutions play in the management of multinational corporations.

Course Outcome:

At the end of the course the students will be able to :

CO –1: Clarify international capital and foreign exchange market

CO –2: Examine risk relating to exchange rate fluctuations and develop strategies to deal with

them

CO –3:Outline the accounting components of BOP

CO –4:Categorise the factors affecting International Trade flows

CO –5:Organize the documents required for completing export and import transactions

CO–6: Investigate the role of key government organizations in facilitating export transactions.

CO –7: Summaries the list of financing methods for Export and Import.

CO –8: Describe the organization and mechanism of Foreign Exchange Market

CO –9: Illustrate the determination of foreign exchange rate and forecasting.

CO –10:Identify and analyze various foreign exchange management exposure.

UNIT I INTERNATIONAL FINANCIAL ENVIRONMENT 12

International financial Environment- The Importance, rewards & risk of international finance- Goals of MNC- International Business methods –Exposure to international risk- International Monetary system- Multilateral financial institution – Country risk analysis – Multinational capital structure & cost of capital

UNIT II INTERNATIONAL FLOW OF FUNDS 12

Balance of Payments (BoP), Fundamentals of BoP, Accounting components of BOP, Factors affecting International Trade flows, Agencies that facilitate International flows.

UNIT III EXIM FINANCE, DOCUMENTATION AND PROMOTION SCHEMES 12

INCO terms (FOB, CIF, etc.,) – Payment terms – Letter of credit – Pre shipment and post shipment finance – Forfaiting – EXIM bank – ECGC and its schemes – Import licensing – Financing methods for import of capital goods. Export trade documents - Government organizations promoting exports – Export incentives: Duty exemption – IT concession – Marketing assistance – EPCG, DEPB – Advance license – Other efforts in export promotion – EPZ – EQU – SEZ and export house.

UNIT IV FOREX MANAGEMENT 12

Foreign exchange markets – Spot prices and Forward prices – Factors influencing exchange rates – The effects of exchange rates in foreign trade- Tools for hedging against exchange rate variations – Forward, Futures and currency options – FEMA – Determination of foreign exchange rate and forecasting – Technical analysis Tools used for currency trading – Asian currency crisis (Case study) – International cash management

UNIT V FOREIGN EXCHANGE EXPOSURE

12

Management of Transaction exposure-Management of Translation exposure-
Management of Economic exposure-Management of political Exposure- Management of
Interest rate exposure.

Total: 60 Hours

Text Books:

M Y Khan, P K Jain, “Financial Management – Text, Problems and Cases”, McGraw Hill
Publication, 7th Edition, 2014.

Vyuptakesh Sharan, “International Financial Management”, PHI Learning, 6th Edition,
2012.

Francis Cherunilam, “International Business-Text and Cases”, PHI Learning, 5th Edition,
2011.

References:

Rakesh Mohan Joshi, “International Business”, Oxford University Press, 1st Edition,
2009.

Maurice D. Levi, “International Finance”, Tata Mc Graw Hill, 3rd Edition, 2003.

David K. Eiteman, Arthur I. Stonehill and Michael H. Moffeth, “Multinational Business
Finance, Pearson Education, 10th Edition, 2004.

15EMBA11 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT 4 0 0 3

Course Objective:

Analyze and evaluate financial markets, how securities are traded, mutual funds,
investment companies, and investor behavior.

Construct optimal portfolios and illustrate the theory and empirical applications of asset
pricing models.

investment analysis, the evolution of behavioral finance in the area of investment management and planning.

UNIT IV EQUITY VALUATION 12

Characteristics of equity, Market Value, Book Value of the equity, Market crash, deep corrections & corrections, Reactions to market crashes & euphoria, Capital gains & taxation. Various approaches to equity valuation, Free Cash flow method of Valuation, PE multiple method, Dividend discount model, Relative Valuation, Sum of Parts Valuation, The Concept of EVA and Enterprise Value.

UNIT V SELECTION OF THE STOCKS IN THE PORTFOLIO 12

Portfolio risk and return, Benefits of portfolio Diversification, Calculating and handling portfolio S.D and Beta. Introduction, Definition and Scope, Qualitative factors- Company and Industry, Financial Statement Analysis, Financial Ratio Analysis, Other Important sections in Financial filings, Income statement, Balance Sheet, Cash Flow Statement, use of Valuation techniques, Basic Assumptions, Fundamental Analysis, Use of Trend, Support v-s Resistance, Introduction to charting, Chart Types, Chart Patterns, Moving Averages , Indicators and Oscillators.

Total: 60 Hours

Text Books:

Donald E.Fischer& Ronald J.Jordan, “Security Analysis and Portfolio Management”, PHI Learning, 8th Edition, 2011.

Prasannachandra, “Investment Analysis and Portfolio Management”, Tata McGraw Hill, 4th Edition, 2012.

S.Kevin, “Securities Analysis and Portfolio Management”, PHI Learning, 13th Edition, 2015.

References:

Reilly & Brow, “Investment Analysis and Portfolio Management”, Cengage Learning, 9th Edition, 2011.

V.A.Avadhan, “Securities Analysis and Portfolio Management”, Himalaya Publishing House, 2011.

V.K.Bhalla, “Investment Management “, S.Chand&Company Ltd., 2012

Course Objective:

The objectives of this course may be to provide a basic tool kit of relevant tools which would be necessary for decision-making; to develop students' diagnostic and analytic skills through suitable logical problems to develop their ability to measure and judge quantities and to provide a probabilistic base for all functional areas of management.

This is a course in the applied aspects of mathematical finance, in particular derivative pricing.

The theme of the course is to develop the Partial Differential Equation approach to the pricing of options.

Excel spreadsheets will be used for the computational work.

Course Outcomes

At the end of the course the students will be able to:

CO-1: Apply the concept of time value of money.

CO-2: Compare the value the bonds and common stocks.

CO-3: Clarify various capital asset pricing models.

CO-4: Interpret ANOVA and χ^2 using Excel spreadsheet.

CO-5: Sketch probability and statistical concepts.

CO-6: Describe the method of ordinary least squares.

CO-7: Estimate quantitative methods of financial management

CO-8: Operate the regression model using OLS

CO-9: Solve the Durbin-Watson Test

CO-10: Predict dummy variables to compare regressions.

UNIT I INTRODUCTION**12**

Introduction to bond an stocks – Time value of money - Net Present Value - Annuities and Perpetuities - Valuing Bonds - Valuation of Common Stocks - Alternative Investment Criteria - Risk and Return - The Capital Asset Pricing Model - Arbitrage Pricing Theory (APT) - Estimation of the CAPM

UNIT II TYPES OF TESTS**12**

Sampling - Estimation - Parametric Inference - ANOVA - χ^2 -tests on Goodness of fit and Contingency - Tables - Non-parametric Inference - Correlation Coefficients - Statistical Concepts and Probability Theory – Introduction - Moments of a Probability Distribution - Some Important Probability Distributions

UNIT III HYPOTHESIS**12**

Introduction – Estimation - Hypothesis Testing Quantitative Methods for Financial Management - The Classical Linear Regression Model - Meaning of Regression Analysis - The Regression Model and its Statistical Parameters - Actual and Fitted Values – the Regression Line and the Error Term - The Meaning of the Linearity Assumption - The Method of Ordinary Least Squares (OLS)

UNIT IV REGRESSION**12**

The Classical Linear Regression Model (CLRM) - The Variance and the Standard Error of the Parameter Estimators - Properties of the OLS estimators - Determination R² - Forecasting - The Multiple Linear Regression Model - Multiple Linear Regression Model - OLS Estimation - The Multiple Coefficient of Determination Hypothesis Testing in the Multiple Regression Model

UNIT V DUMMY VARIABLES**12**

Definition of Dummy Variables - Use of Dummy Variables to Compare Regressions - Autocorrelation of the Error Terms - Tests for Autocorrelation – the Durbin-Watson Test - Estimation of Models with Autocorrelated Disturbances - Dynamic Models and the Error Correction Mechanism

Total: 60 Hours

Text Book:

Wilmott, Paul, Paul Wilmott Introduces Quantitative Finance, Wiley Publications, 2007

References:

Neftci, Salih, N., Principles of Financial Engineering, Academic Press, 2003.

Levy, G., Computational Finance: Numerical Methods for Pricing Financial Instruments, Elsevier, 2003.

Los, C.A., Computational Finance: A Scientific Perspective, World Science Publishing, 2001.

RudigerSeydel, Tools for Computational Finance, Springer-Verlag, 2002.

15EMBA26 MERGERS AND ACQUISITIONS CORPORATE 4 0 0 3**RESTRUCTURING**

Course Objectives:

To deal with the most current subject in depth and inter-link the subject of finance with the major strategic decisions of a proactive firm.

Course Outcome:**At the end of the course the students will be able to :**

CO-1: Describe the process and economic rationale for M&As.

CO-2: Illustrate the characteristics and types of mergers

CO-3: Distinguish between hostile versus friendly acquisition.

CO-4: Apply the valuation techniques to M&A assessment and decisionmaking.

CO-5: Acquire analytical skills in analyzing real-world cases in M&As.

CO-6: Develop skills in group work, including communication, collaboration, and presentation.

CO-7: Utilize appropriate negotiation and persuasion techniques for a given negotiation situation to achieve desired outcomes.

CO-8: Report the legalities and ethical issues related to M & A

CO-9: Calculate the share exchange ratio

CO-10: Explain various theories of merger and issues related to merger

UNIT I BUSINESS ALLIANCES 12

Introduction - Various Forms of Business Alliances – types of mergers - Strategic Choice of Type of Business Alliance - Who should go for Merger and Acquisition and Take-over - Defining and Selecting Target - Pricing of Mergers (Pricing the Competitive Bid for Take-over)

UNIT II MERGERS 12

Characteristics of Merger, Divestitures, sell off, spin off, Equity carveout, Going private, demergers and Leveraged buyouts. Calculating share exchange ratio -

UNIT III ACQUISITIONS 12

Negotiation/Approach for Merger, Acquisition and Take-over - Contracting - Implementation of Merger and Acquisition - Managing Post-Merger Issues - Legalities Involved in Merger, Acquisition and Take-over - Ethical Issues of Merger and Take-over – Defensive tactics for mergers.

UNIT IV ISSUES 12

Reasons for Mergers - Accounting for Mergers - Financing the Mergers and Take-overs - Corporate Restructuring - Divestment and Abandonment

UNIT V THEORIES**12**

Theories of Merger – tax aspects in mergers & acquisitions – Different approaches in the valuation of mergers and acquisitions – Cross border mergers – Funding options for mergers – Case studies in M & A.

TOTAL : 60**HOURS****Text Books:**

Patrick A. Gaughan, “Mergers and Acquisitions Corporate Restructuring”, Wiley Publishers, 6th Edition, 2015.

Donald M. DePamphilis, “Mergers, Acquisitions, and Other Restructuring Activities: An Integrated Approach to Process, Tools, Cases, and Solutions”, Academic Press, 6th Edition, 2011.

Stanley Foster Reed, “The Art of M & A”, McGraw Hill Professional, 4th Edition, 2007.

References:

Karn Gupta, “Global Corporate Restructuring & Mergers & Acquisitions in India: Corporate Restructuring: Global Analytics & Indian Position”, Lap Lambert Academic Publishing, 2013.

Donald M. DePamphilis, “Mergers, Acquisitions, and Other Restructuring Activities”, Academic Press, 5th Edition, 2010.

Chandrashekar Krishnamurthi, S.R. Vishwanath, “Mergers, Acquisitions and Corporate Restructuring”, SAGE Publications, 2008.

15EMBA27 RISK MANAGEMENT AND INSURANCE 4 0 0 3**Course Objective:**

This course will focus primarily on those concepts, techniques and issues in the context of a person aspiring for a career in insurance and risk management.

In the insurance companies per se and the other in terms of risk management in corporate sector using insurance as one of the tools.

Course Outcome:

At the end of the course the students will be able to :

CO-1: Distinguish risk, uncertainty, peril and Hazard.

CO-2: Classify risk and risk management.

CO-3: Demonstrate and operate risk management process

CO-4: Describe the identification and evaluation of risk

Insurance Ombudsman, Role of T. A. C. , Contract Act 1872, Malhotra Committee.
Insurance Advisory Committee

Total: 60 Hours

Text Books:

George E. Rejda, “Principles of Risk Management and Insurance”, Prentice Hall, 12th Edition, 2013.

Emmett J. Vaughan, “Fundamentals of Risk and Insurance”, Wiley Publications, 11th Edition, 2013.

References:

Sethi Jyotsna, “Elements of Banking and Insurance”, PHI Learning, 2nd Edition, 2012.

Michael Frenkel, Ulrich Hommel, Markus Rudolf, “Risk Management – Challenge and Opportunity”, Springer Berlin Heidelberg New York, 2nd Edition, 2005.

P.K.Gupta, “Insurance and Risk Management”, Himalaya Publishing House, 2011.

15EMBA28

RETAIL BANKING

4 0 0 3

Course Objective:

The aim of this course is to acquire knowledge various functions associated with banking. To relate principles and practices/procedures relating to deposits and loans, and banking technology.

Course Outcome:

At the end of the course the students will be able to :

CO – 1: Analyze professional retail bankers who provide a comprehensive body of industry knowledge

CO – 2: Compile the best international retail banking practices.

CO – 3: Design the practical methods to continuously test knowledge, which can enhance your banking career

CO – 4: Demonstrate the develop the necessary skills and fundamental knowledge of the retail banking process.

CO – 5: Design the various concepts involved in retail banking industry.

CO – 6: Discuss the various aspects as to customer relationship management and

banking industry.

CO – 7: Discuss on regulators of retail banking industry.

CO – 8: Compare the different industries related to retail banking.

CO – 9: Explain the different kinds of loans offered

CO – 10: Discuss on Private banking industry.

UNIT I RETAIL BANKING

12

Introduction to Retail Banking - Concept of Retail Banking, Main Subsets of Retail Banking Definition And Characteristics Of Consumer Banking- Change in Bankers' Perception About Retail Banking and Acceptance of Retail Banking As Risk Diversification Tool-Differences Between Retail Banking, Private Banking & Priority Banking-Segmentation-Importance of Retail Banking to Indian Economy-Quality of Life, Consumption Financing, Lifestyle Lending-Other Sources Of Retail Finance- Non Banking Finance Companies-Chit Funds-Company Deposits-Retail Chains of Consumer Products-Installment Credit Advantages of Bank Finance.

UNIT II RETAIL BANKING ACTIVITIES

12

Retail Banking Activities - Broad categories of retail banking Products and services, Deposit products, Personal, Consumer, Housing loans, Educational loans, Gold Loans etc. Retail Products and Channels: Opening of Various types of Bank accounts, All Channels e.g.-Branch Banking-Distribution Channels-Traditional Banking vs. Branch Banking-Technology Based Channels-ATM-Tele Banking-Internet Banking-Kiosk Banking-Advantages & Disadvantages-Types of Retail Banking Products & Services-Savings Avenues-Payment Facilities-Annuities-Mutual Funds-Asset Side Products-Loans-Productive & Consumption Purposes- Consumer Credit Bill Finance to Individuals Products-Major Subsets-Auto Loans-Home Loans and White Goods Loans Education & Personal Loans & Limits Characteristics-Lifestyle-Related Products.

UNIT III PLASTIC MONEY

12

Plastic Money: Products-Origin & Evolution-Types-Characteristics- Credit Cards-Meaning & Definition; Operation Of Credit Cards-Mechanism of Credit Card Operation-Advantages/ Benefits of Credit Cards to Banks, to Cardholders & to Merchant Establishments; Profitability; Disadvantages Of Credit Card-Other Types Of Cards, Such as, Debit Cards, Cheque Cards, Charge Cards, Smart Cards etc.-Advantages & Disadvantages-Other Liability Products, Asset Products-Secured/Unsecured-Third Party Products-Other Products (Demat).

UNIT IV TRENDS**12**

Recent Trends in Retail Banking: Alternate delivery channels – Customer Relationship management vs. Customer Interaction management (CIM)-Technology as a differentiator- International Trends and Tools. Regulatory Aspects-Microfinance- Urban Retail Products-Factoring - Personal Banking: Concept of Private Banking-Private Banking in Indian banks-Why Private Banking-Private Banking in New Generation Bank - HNI Products- Non Resident Indians & Their Accounts with Indian Banks- Investment Opportunities Available to NRIs in India-Wealth Management- Meaning and Constituents of Wealth Management-Advisory Role-Functions & Responsibilities- Financial Planning & Financial advisory responsibilities.

UNIT V NPA MANAGEMENT**12**

NPA management in Retail Banking - Concept, Definition and significance of NPA, Evolution of NPAs management in Indian Banking-New tools of recovery-DRTs,LokAdalat , One time settlement -Need for Regulation in Banking, Internal Regulation-RBI-Business Facilitator-Model-External Regulation

Total: 60 Hours**Text Books:**

Keith Pond, “Retail Banking”, Global Professional Publishing, 3rd Edition, 2014.

U C Mathur, “Retail Management – Text and Cases”, I K International Publishing House Pvt., Ltd., 1st Edition, 2011.

Gibson G Vedamani, “Retail Management – Functional Principles and Practices”, Jaico Publishing House, 2003.

References:

Michael Levy, “Retail Management”, McGraw Hill Education Pvt., Ltd., 2012.

Barry Berman, “Retail Management – A Strategic Approach”, Penguin Books Ltd., 2007.

R. Sudarshan, “Retail Management – Principles and Practices”, New Century Publications, 2007.

15EMBA29**MANAGEMENT OF BANKING AND****4 0 0 3****INSURANCE CORPORATION****Course Objective:**

UNIT IV IRDA REGULATIONS**12**

IRDA regulations on Obligation of Insurers for rural and Social sector – Classification of Rural – Obligations for Rural and social sector before and Sixth financial Plan onwards – Micro Insurance –concept and origin – Govt. recommendations on Micro Insurance – Conditions for Micro Insurance Agents – Life and Non-life Micro Insurers Product parameters – Regulation and working of ULIPs – IRDA guidelines – regulatory environment of ULIPs – Anti Money laundering – Concept and reasons – Stages and methods of Money laundering – Legislations and RBI guidelines.

UNIT V KNOW YOUR CUSTOMER**12**

Know Your Customer process – Product and customer profile – Manner and Method of receipt of Premium – compliance of Sec 64 VB and relaxations – Memorandum of exchange Control regulations relating to Life and General Insurance premiums and claims for Residents and Non-residents– Sharing Data base Regulations– Approval and restriction on business of referral company – Obligations of Referral and Insurer’s – IRDA regulations on Advertisements – Compliance and control – Statutory warnings

Total: 60 Hours**Text Book:**

Joel Bessis, “Risk Management in Banking”, John Wiley & Sons, 4th Edition, 2015.

References:

Sethi Jyotsna, “Elements of Banking and Insurance”, PHI Learning, 2012.

Scott Harrington, Gregory Niehaus, “Risk Management and Insurance”, McGraw Hill, 2nd Edition, 2003.

Philippe Jorion, “Financial Risk Manager Handbook”, Wiley, 6th Edition, 2011.

15EMBA30 TAXATION AND TAX PLANNING 4 0 0 3**Course Objective:**

The course intends to impart students with knowledge on taxable income determination and tax liability. Students are expected to gain knowledge on the legal frame work with in which taxation of incomes is administered.

The course will help students determine taxation levels on consumption.

Course Outcomes:

At the end of the course the students will be able to :

CO-1: Describe about Three-tier federal structure of Taxation

- CO-2: List and explain about income tax acts, regulation
- CO-3: Explain the procedure for filing of tax returns
- CO-4: Determine gross and net annual income with deductions and special provisions.
- CO-5: Apply Cost Inflation Index (CII) in computing indexed cost of acquisition/renovation,
- CO-6: List various components of salary income and compute the taxable income of an assessee.
- CO-7: Compute Capital Gains/Losses and carry forward of capital losses
- CO-8: Compute Tax Liability of Companies
- CO-9: Identify the difference between tax evasion and tax planning
- CO-10: Describe how the provisions in the corporate tax laws can be used for tax planning

UNIT I INCOME TAX – INTRODUCTION & TAX COMPLIANCE 12

Three-tier federal structure of Taxation, Central Board of Direct Taxes (CBDT), Income-tax (IT) Act, 1961 and Income Tax Rules (ITR), 1962, Wealth Tax Act-1957, Finance Act, Judicial precedents - Tax tribunals and the Courts, Tax Returns and Procedure of Assessment, ITR Forms, Filing dates and Documentation, E-filing of Income Tax Returns, Advance tax and due dates, Tax Deducted at Source (TDS), Interest and Penalties, Fraud/concealment penalties, Tax Refund, Residential status of an individual, Residential status of other taxable entities, Indian income and foreign income, Tax incidence for different taxpayers, Tax-induced distortions on investment and financing decisions.

UNIT II BUSINESS - PROFESSION INCOME AND CAPITAL GAIN 12

Scope of Income and its computation, Deductible and Inadmissible Expenses, Deemed Income and Special Provisions, Tax Shelter and Tax Holidays, Nature of Capital Gain - Short Term or Long Term depending on capital asset and holding period, Application of Cost Inflation Index (CII) in computing indexed cost of acquisition/renovation, Computation of Capital Gains/Losses, Netting rules and carry forward of capital losses, Exemptions in Capital Gains.

UNIT III SALARY INCOME, HOUSE PROPERTY AND OTHER SOURCES 12

Gross Salary Income - Basic pay, Bonus, Allowances, Retirement benefits and Perquisites, Treatment of various Allowances, Perquisites - Valuation and Taxability, Treatment of Retirement Benefits and Voluntary Retirement Scheme (VRS), Profit in lieu of Salary, Deductions from Salary Basis of charge and applicability, Self-Occupied and

Let out House Property, Determination of Gross and Net Annual Value, Deductions and Special provisions Income from Other Sources - Chargeability, Exemptions and Deductions, Clubbing of Income, Deductions under Chapter VI-A, Taxable income, Tax liability.

UNIT IV TAX PLANNING – VARIOUS AVENUES AND TECHNIQUES 12

Need and Importance of Tax Planning, Tax Planning vs. Tax Evasion and Avoidance, Tax Planning vs. Tax Management, Deferral of tax liability, Maximizations of exclusions and credits, Managing loss limitations, Deductible expenditures of individuals and business forms.

UNIT V TAX PLANNING 12

Tax planning with amalgamation, Tax Planning with forms of business, organization, Tax planning with respect to Financial, management, Tax Planning with managerial decisions, Tax Planning with employee remuneration.

60 Hours

Total:

Text Books:

Dr.Monica Singhania, Dr.Vinod K Singhania, “Corporate Tax Planning & Business Tax Procedures with Case Studies”, Taxmann’s, 19th Edition, 2015.

Singhania, V. K, “Corporate Tax Planning & Business Tax Procedures”, Taxmann Publication, 11th Edition, 2009.

Rohit Gupta, “Principles of International Tax Planning”, Taxmann’s Publication, 2015.

References:

R.N.Lakhotia&SubhashLakhotia, “Succession and Tax Planning Through Trusts & Wills”, Jain Book Agency, 11th Edition, 2015.

Kaushal Kumar Agrawal, “Corporate Tax Planning”, Atlantic Publishers &Dist, 1st Edition, 2007.

Vinod K Singhania, Kapil Singhania, “Direct Taxes: Law & Practice”, Taxmann’s Publication, 2009.

15EMBA31

TECHNICAL ANALYSIS

4 0 0 3

Course Objective:

The main objective of this course would be to facilitate the understanding of graduate students of Finance of the diverse Financial Technical Frameworks.

Tools applicable to the Indian and Global Financial Markets, with a greater thrust on Global Inter-Market Analysis.

Course Outcomes:

At the end of the course the students will be able to :

CO – 1: Be well versed with diverse Financial Technical Frameworks and Tools.

CO – 2: Know about the Indian and Global Financial Markets.

CO – 3: Get wide knowledge on global and international market analysis.

CO – 4: Gain knowledge on various theories forms as the base for technical analysis.

CO – 5: Clearly forecast the future of portfolios.

CO – 6: Act as a handbook of solutions by analyzing various stock performances through technical analysis.

CO – 7: Gain knowledge on various reversal patterns and chart patterns.

CO - 8 : Gain knowledge on various mathematical indicators like simple moving averages etc.

CO – 9: Predict different trends in the market.

CO – 10: Compute moving averages of the portfolios

UNIT I INTRODUCTION

12

Introduction to Financial Technical Analysis -Philosophy & Rationale of Technical Approach to Investing -Flexibility and Adaptability of Technical Analysis -Technical Analysis Applied to Different Trading Mediums and Time Dimensions.The Dow Theory -Introduction - Basic Tenets of Dow Theory - The Forerunner of All Technical Theories - Characteristic Phases of Bull and Bear Trends - Stocks as Economic Indicators -Critical Appraisal of Dow Theory

UNIT II CANDLE STICK THEORY

12

The Japanese Candlestick Theory -Introduction to Japanese Candlestick Charting Techniques - Candlestick Construction & Analysis -Major Candlestick Reversal and Continuation Patterns - The Rule of Multiple Technical Techniques. The Basic Concepts of Trend - Definition of Trend - Trend has Three Directions -Trend has three classifications- Trend lines – Support and Resistance - Definition of Support and Resistance Levels -How They Reverse Their Roles - Reasons for Support / Resistance Phenomena -Tests for Determining Potential - Importance of Volume

UNIT III REVERSAL PATTERNS**12**

The Major Reversal Patterns - Introduction - Price Patterns -Two Types of Patterns - Reversal and Continuation -The Head and Shoulders Reversal Pattern -The Importance of Volume - Finding a Price Objective - The Inverse Head and Shoulders -Double and Triple Tops and Bottoms -Saucers and Spikes - How Insiders Distribute -Volume Characteristics

UNIT IV MAJOR PATTERNS**12**

The Major Continuation Patterns -Introduction - Triangles The Symmetrical Triangle - The Ascending Triangle - The Descending Triangle - The Broadening Formation Flags and Pennants - The Wedge Formation - The Rectangle Formation - The Measuring Formula. Price Gaps - Their Significance -Various Kinds of Gaps - Breakaway Gaps, Continuation or Runaway Gaps - Measuring Implications - Exhaustion Gaps - Island Reversals

UNIT V MOVING AVERAGES**12**

The Moving Averages - The Technical Oscillators - The Stock Market Indicators - Volume and Breadth Indicators as crucial determinants of the Overall Health of a Particular Stock Market -Measuring Market Breadth - The Advance -Decline Line - AD Divergence - New Highs Versus New Lows - New High - New Low Index - Upside Versus Downside Volume - The Arms Index

Total: 60 Hours**Text Books:**

Edwards, Robert D, "Technical Analysis of Stock Trends", Vision Book, 9th Edition, 2009.

Pring, Martin J, "Technical Analysis Explained", McGraw Hill Publication, 4th Edition, 2002.

John J.Murphy, "Technical Analysis of the Financial Markets: A Comprehensive Guide to Trading Methods and Applications", New York Institute of Finance, 1999.

References:

Hirschey, "Investments: Analysis and Behaviour", Tata McGraw Hill, 1st Edition, 2010.

Hirt, "Fundamentals of Investment Management", Tata McGraw Hill, 8th Edition, 2009.

Ravi Patel, "Guide to Technical Analysis & Candlesticks", Buzzings stock Publishing House, 1st Edition, 2010.

Course Objectives:

To study comprehensively about the Indian commodity market & its functions, which leads to develop the trading skills & commodity exchange techniques .

The detailed study of exchange activity of forex market also informs the platform & opportunities towards trading along with effecting ways of approach towards successful investments against market risks.

Course outcome :

At the end of the course the students will be able to :

CO-1: Differentiate between commodities & financial derivatives

CO-2: State and explain various commodity exchanges in India

CO-3: List the types of delivery entities involved in physical settlements.

CO-4: Explain trading in commodities exchanges

CO-5: State the strategies using currency futures

CO-6: List the factors affecting exchange rate

CO-7: Elucidate the role of regulatory structure in commodity market

CO-8: Discuss issues in different commodities market.

CO-9: Explain the operation of clearing house.

UNIT I BASICS OF COMMODITIES MARKET 12

Spot market- Derivatives market - Difference between commodities & financial derivatives - Evolution of commodity exchanges - History of commodity exchanges

UNIT II COMMODITY MARKET IN INDIA 12

Commodity exchange in India - Commodities traded in various exchanges – NCDEX – MCX - Contract specifications - Margining system- Charges - Clearing & settlement- Types of delivery entities involved in physical settlement- Trading in commodities exchanges

UNIT III FOREX MARKET 12

Exchange rate - Factors affecting exchange rate - Concept of quotes - Currency futures- Strategies using currency futures - Currency trading in India - Contract specifications - Clearing & settlement- Risk management using currency futures

UNIT IV PARTICIPANTS IN COMMODITIES MARKET 12

Role of intermediary in commodities market, regulatory structure of derivatives and commodities market in India, FCR act 1952

UNIT V ISSUES AND RISK**12**

Issues in – agriculture commodities, non-agricultural commodities market, issues related to product design and contract specification, spot price and present practices, clearing house operation basic risk and importance of pricing, essential commodities act and role of government

Total: 60 Hours**Text Books:**

John McQuilkin “Commodities Investing Guide to Wealth Building through Investing in Commodities and Commodity Trading”. Kindle Edition, 2014.

George Kleinman “Trading Commodities and Financial Futures: A Step-by-Step Guide to Mastering the Markets” (paperback) (4th Edition), 2013.

Tom Taulli “All about Commodities (All about Series)” Paperback, 2011.

References:

Carley Garner.”A Trader's First Book on Commodities: An Introduction to the World's Fastest Growing Market” (2nd Edition) Kindle Edition.2012

HelyetteGeman “Commodities and Commodity Derivatives: Modelling and Pricing for Agriculturals, Metals and Energy” Hardcover,2005

15EMBA32 FRONT & BACK OFFICE OPERATION 4 0 0 3

Course Objective:

To know about the trading functions such as investment,clearing,settlementprocess along With client & broker relationship. The basic market study gives the knowledge about market participants various stock exchanges & formalities of basic requirements.

To have a comprehensive and broad based knowledge about back office operations.

To know the various types of primary issues and the activities that drive the primary market

Course Outcomes:

At the end of the course the students will be able to :

CO1 – Illustrate the different market segments with brokerage knowledge and eligibility.

CO2 – Demonstrate the Broker client relationship in terms of pay in and pay out.

CO3 - Clarify on the issues of Operations on screen based trading.

CO4 - Encapsulate the Settlement process, depository roles and dematerialization.

CO5 – Acquire Knowledge on dematerialization and re materialization.

CO6 – Apply the different concepts in screen based trading.

CO7 – Describe the settlement process and risk management.

CO8 – Compare the relationship between broker and client relationship.

CO9 – Outline the through financial market knowledge.

CO10 – Lists the reports to be prepared to complete the operations..

UNIT I MARKET BASICS 12

Market segments- Market participants- SEBI- Stock exchanges- Stock brokers- Eligibility criteria & Membership requirements- Sub-brokers

UNIT II BROKER- CLIENT RELATIONS 12

Account opening requirements & procedures – KYC – Client due diligence – Exchange Margins – Pay-in and pay-out of funds and securities - Brokerage - Contract notes - Depository services - Margin trading

UNIT III TRADING 12

Screen based trading - Trading system users - Market phases - SBTS operations - Order management- Trade management

UNIT IV CLEARING & SETTLEMENT PROCESS 12

Clearing process - Settlement process- Securities settlement – Shortages - Risk management - Reports

UNIT V DEPOSITORY 12

Depositories - Key features – NSDL - Depository participants - Depository operations – Dematerialization – Re-materialization

Total: 60 Hours

Text Books:

V. Raghunathan and PrabinaRajib, Stock Exchanges, Investments and Derivatives, McGraw Hill, 2008

Alan R. Kanuk “Capital Markets of India: An Investor's Guide, Wiley Finance, 2007

References:

Carl roberts, Stock Trading: Tips for Trading Stocks - From Stock Trading For Beginners To Stock Trading Strategies, 2014.

Pratap Giri “Investment Banking: Concepts, Analyses and Cases, 2013.

Course Objective:

To study about investment practices & allocation of resources in a optimal way for profitable returns.

The key skills are obtained such as risk measurement, insurance planning, tax preparation.

This course explores the theory and practice of investments, covering the topic areas of capital market structure, valuation, and security analysis and portfolio management.

Course Outcomes:

At the end of the course the students will be able to:

CO1 – Illustrate the characteristics of different financial assets such as money market instruments, bonds, and stocks, and how to buy and sell these assets in financial markets.

CO2 – Evaluate the benefit of diversification of holding a portfolio of assets, and the importance played by the market portfolio.

CO3 – Demonstrate how to apply different valuation models to evaluate fixed income securities, stocks, and how to use different derivative securities to manage their investment risks.

CO4 – Analyse Value assets such as stocks and bonds, manage investment portfolios and optimally diversify portfolios.

CO5 - Allocate investments into stock and bond portfolios in accordance with a person's risk preferences.

CO6 - Figure out when a trading account at a brokerage firm will receive a margin call.

CO7 - Measure the riskiness of a stock or a portfolio position and adjust the value of an asset to take into account the riskiness of the asset.

CO8 - Critically evaluate investment advice from brokers and the financial press.

CO9 – Distinguish different taxation systems.

CO10 – Explain the different regulations in tax planning.

UNIT I	FINANCIAL PLANNING	12
	Need for financial planning- Role of an advisors- Financial planning process- Understanding the client- Goal based planning- Risk profiling. Economic cycles- GDP growth- Interest rates- Exchange rates- Deficits	
UNIT II	EQUITY MARKETS	12
	Role of equity- Methods of investing in equities- Historical performance of equities in India- SIP- SWP- STP- Equity analysis- Difference between technical & fundamental analysis- Leveraging diversification	
UNIT III	DEBT MARKET	12
	Role of debit- Return & yield- Types of debit market- Credit ratings Precious metals - Real estate - Mutual funds - PMS schemes	
UNIT IV	ASSET ALLOCATION	12
	Types of asset allocation- Balancing asset allocation Risk - Measuring risk- Risk adjusted returns- Risk- Return matrix	
UNIT V	INSURANCE & TAXATION	12
	Life insurance- Health insurance- General insurance Dividend tax- STT- Capital gains tax- Taxation of fixed deposits & FMP- Wealth tax.	
		Total: 60 Hours

Text Book:

Bernard Salanie, The Economics of Taxation, MIT Publications, 2011

References:

Sally Jones, Principles of Taxation for Business and Investment Planning, 2015.

Martin J. Satinsky and Michael S. Jackson, Tools & Techniques of Financial Planning , 2007

Sally Jones and Shelley Rhoades-Catanach, Principles of Taxation for Business and Investment Planning, McGraw Hill, 2014
Shirley Dennis – Escoffier “Taxation for Decision Makers”, 2014

15EMBA34 RETAIL MARKETING 4 0 0 3

Course objective:

retail communication Promotion and advertising in retail marketing- Retail Operations- Customer service management in Retail.

UNIT V STRATEGIES

12

Retail Strategies – Differentiation strategies – Growth strategies – Expansion Strategies, Store image and display, purchasing, negotiating purchases, consumerism and moral values in retailing. Patronage and generating loyalty, Role of IT in retailing - Electronic data exchange – bar coding – RFID – Electronic payment systems

Total: 60 Hours

Text Books:

Gibson G. Vedamani, Retail Management, Jaico Publishing House, 2003

Dunne, Retailing, South Western Learning, 2011

References:

Suja Nair, Retail Management, TMH, 2004.

David Gilberth, Retail Marketing Management, Jain, 2002.

Michael Levy, Barton A. Weitz, Retailing Management, COBS Publishing, 2011

15EMBA16 E-MARKETING 4003

Course Objective:

The internet and other technological developments have enabled many interesting and innovative way to provide customers values.

The objective of this subject is to introduce the electronic marketing scope and their application in the globalized market.

Course Outcome:

At the end of the course the students will be able to :

- CO – 1: Explain the importance of e-marketing;
- CO – 2: Illustrate the applications of various e-business models.
- CO – 3: Clarify and illustrate the use of search engine marketing, online advertising and online marketing strategies;
- CO – 4: Enlighten the role of e-marketing plans as a component of corporate-level plans;
- CO – 5: Experiment secondary research using various sources to identify and synthesise data into useful management information;
- CO – 6: Recognise and write appropriate e-marketing objectives;
- CO – 7: Critically analyse planning options and offer constructive and practical alternative solutions
- CO – 8: Formulate an integrated and comprehensive e-marketing plan
- CO – 9: Describe in detail the implementation of an e-marketing plan, including the management of necessary internal organisational change;
- CO – 10: Communicate effectively about e-marketing in written and oral reports.

UNIT I INTRODUCTION**12**

The Emergence of E-Marketing and E- Business- E- Marketing Context in Business Environment, Strategy and Performance- Legal Factors, Technology, E-Business Markets- Strategic E- Marketing- Strategic Planning, From Strategy to Electronic Strategy, From Business Models to E- Business, Performance Metrics- E- Marketing Plan-Creating an E- Marketing Plan- Six Steps in E- Marketing Plan.

UNIT II GLOBAL PIERS**12**

E- Marketing in Emerging Economics-Overview –Importance of Information Technology- Country and Market Opportunity Analysis – Credit Card Conundrum – Technological Readiness Influencing Marketing – Wireless Internet Access.

UNIT III ETHICAL AND LEGAL ISSUES IN E- MARKETING**12**

Database Marketing- Ethical and Legal Issues-Overview-Privacy-Digital Property- Online Expression- Emerging Issues- Online Governance- Jurisdiction- Fraud

UNIT IV MARKETING STRATEGIES**12**

Consumer Behavior- Consumers in 21st Century – Market Segmentation- Targeting Online Customers- Targeting Communities on the Internet-Differentiation and Positioning Strategies – Differentiation of Online Businesses – Product-Service Differentiation Strategies – Positioning Strategies – Pricing Strategies- Fixed Pricing – Dynamic Pricing – Bartering

UNIT V E-MARKETING MANAGEMENT**12**

Internet for Distribution- Distribution Channel Overview – Length and Functions - Distribution System – Distribution Channel Metrics- Integrated Marketing Communication (IMC) - Customer Relationship Management (CRM)

Total: 60 Hours**Text Books:**

Judy Strauss Adel-el-Ansary and Raymond Frost, E- Marketing, Pearson Education, 2009
Rafi Mohammed Robert J Fisher, Internet Marketing, Tata McGraw Hill, New Delhi, 2008

References:

- Ravi Kalakota and Andrew B Whinston, Electronic Commerce, Pearson Education, 2009
Schneider and Perry, Electronic Commerce, Thomson Learning, 2003
Smith PR and Dave Chaffey, E-Marketing Excellence, Pearson Education, 2009
Judy Strauss and Raymond Frost, E-Marketing, Prentice Hall, 2009

15EMBA35 INDUSTRIAL RELATIONS & LABOUR WELFARE 4003**Course Objective:**

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

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

Course Outcome:

At the end of the course the students will be able to :

CO – 1: Explore contemporary knowledge and gain a conceptual understanding of industrial

relations and to learn Industrial relations concepts, approaches and conflict.

CO – 2: Reexamine the functions of trade union and their role in the context of technological

changes, management values and globalization as in order to understand the present it

is necessary to understand the past.

CO –3: Receive the awareness of government machinery to settlements of industrial dispute

CO–4: Discover the grievances causes and procedure which will helps to handle the situation easily by the budding managers.

CO–5: Converse with the various techniques of Industrial Relations and futuristic issues in

era of dynamic technological changes.

CO–6: Describe the trade union and ILO extensively.

CO –7: Have a better comprehend counseling , Industrial safety and hygiene.

CO-8: Avoid industrial conflict or strife and develop harmonious relations, which are and

essential factor in the productivity of workers and the industrial progress of a country.

CO – 9: Eliminate or minimize the number of strikes, lockouts and gheraos by providing reasonable wages, improved living and working conditions, said fringe benefits.

CO – 10: Depict the perspective of labour problems and remedial measures in the country.

UNIT I INDUSTRIAL RELATIONS 12

Concepts – Importance, Objectives – Factors affecting employee’s stability-Psychology approach to Industrial relations.

UNIT II INDUSTRIAL CONFLICTS& NEGOTIATION 12

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

UNIT III NEGOTIATION 12

Collective Bargaining, Concept, Main features of Collective Bargaining – Importance of Collective Bargaining - Principles of Collective Bargaining – Forms of Collective Bargaining – Process of Negotiation during bargaining - Attitude of parties – Collective Bargaining in India – Collective Bargaining at different level – Pre-requisition of Collective Bargaining – National committees for Collective Bargaining.

UNIT IV GRIEVANCES 12

Definition, Objectives, Causes, Importance, purpose, redressal procedure, Good Grievances Procedure.

UNIT V TRADE UNION 12

Concept-Objectives and Aim –Problem of Trade Union – Trade Union Fund Workers participation in management –Advantages and privilege of Trade Union, Trade Union Practices in India. Definition-Objectives-Fair and Unfair labour practices, ILO Function and Role-Counseling – Industrial safety and hygiene.

Case Study: Trade Union, ID Act, Objective Bargaining.

Total: 60 Hours

Text Books:

Mamoria C.B. and Sathish Mamoria, “Dynamics of Industrial Relations”, Himalaya Publishing House, New Delhi, 2007.

References:

- Dwivedi.R.S. 'Human Relations & Organizational Behaviour', Macmillan India Ltd., New Delhi, 1997.
- Ratna Sen, 'Industrial Relations in India', Shifting Paradigms, Macmillan India Ltd., New Delhi, 2003.
- Srivastava, 'Industrial Relations and Labour laws', Vikas, 4th edition, 2000.
- C.S.VenkataRatnam,'Globalisation and Labour Management Relations', Response Books, 2001.

15EMBA36 LABOUR LEGISLATION 4 0 0 3**Course Objective:**

In this course, the students are to be acquainted with the Industrial relations framework in our country.

Further, the importance of the maintenance of Industrial peace and efforts to reduce the incidence of Strikes and Lockout and Industrial Strike are to be emphasized.

Course Outcome:

At the end of the course the students will be able to :

CO – 1: Outline various laws related to the industry.

CO – 2: Know the factory act's health, safety and welfare measures

CO –3: Get awareness of wages act's deductions and purpose and types of compensation act

CO – 4: Clearly understand the ESI, PF, Gratuity and bonus act.

CO – 5: Acquaint with the legal aspects of how to deal with social security measures as well as working conditions of factories.

CO – 6: Analyze the field of labor relations in an interdisciplinary manner

CO – 7: Familiarize the conflict management in legal perspective and judicial system

Total: 60 Hours

Text Book:

Kapoor N.D., Elements of Industrial Law, Sultan Chand, 1998

References:

Srivastava, 'Industrial Relations and Labour Laws', Vikas, 2000.

Dhandapani, 'Commercial and Industrial Law', Sultan Chand, 1998.

Das Gupta, Maintaining Industrial Discipline, Response Books, 2002.

C.S.VenkataRatnam, 'Globalisation and Labour Management Relations', Response Books, 2001

15EMBA37 ORGANIZATION DEVELOPMENT AND CHANGE 4003

Course objective:

To learn the concepts of organization development and different approaches for organization change and development.

To have an in depth knowledge in process consultation, individual and team interventions.

To gain knowledge about interventions used in different sectors of the business.

Course Outcome:

At the end of the course the students will be able to :

CO – 1: Gain knowledge on organizational changes and development, Organizational life

cycle.

CO – 2: Clearly appreciate the basic components and strategies involved in OD.

CO – 3: Recognize about the concepts of team building, career planning and transactional

analysis.

CO – 4: Explore the significance of meeting and feedback system in management

CO – 5: Converse with MBO, QWL, Socio - Technical Systems, Physical setting, conditions

for OD, Re-engineering and Internal Resource Persons (IRP).

CO – 6: Analyse the behaviour of individuals and groups in organization's in terms of the

key factors that influence organisational behaviour.

CO – 7: Learn how to manage the organizational changes and way to over comes the resistance to change.

CO – 8: Describe the basic change process and the issues that require attention at various stages of change.

CO – 9: Explain the environmental forces that motivate organizational change and describe

the factors that organizations can change.

CO – 10: Depict the various facets of managing people and understanding of the various specialized operational areas of HRM.

UNIT I ORGANISATION CHANGE 12

Development: Organizational change and process Consultation, Organization Development - OD process, Action Research orientation, Evaluating OD Effectiveness. Organizational Change & Development: Concept, History, Organizational Change, Process, Lewins Model, Organizational Life Cycle, Values and Assumption of O.D.

UNIT II COMPONENTS 12

Operational Components of OD: Diagnostic Components, Action Component, Process - Management Component. Characteristics & Foundation of OD Process On – going interactive process, Form of Applied BS, Strategy of changing, Systems approach, Approach to planned change, Experience based, Goal Setting & Planning, Focus on work teams. OD Interventions: Nature of OD interventions, The OD Cube, Major families of OD interventions, dimensions, individual - Group & Task – Process. Team Interventions: Teams and work groups, team building interventions, Diagnostic meeting, Team building meeting, Role analysis technique, Role negotiation techniques, and Gestalt orientation to team building, intergroup interventions. Personal, Interpersonal & Group Process Interventions: Process Consultation, Third - party intervention, Sensitivity training, Transactional Analysis, Career Planning Interventions. Comprehensive Interventions

UNIT III MEETINGS 12

Confrontation meeting, Survey feedback, Four System Management, Grid, Contingency approach. Structural Interventions: Job design, MBO, QWL, Socio - Technical Systems, Physical setting, conditions for OD, Re-engineering. Issues in OD: OD facilitator's role, OD Consultant, Consultant – Client relationship, Problems in OD Interventions, Resistance – individual & organizational, Research in OD.

UNIT IV CHANGE AGENTS 12

Managers as change agents, Internal and external change agents, Organizational Change and its management in manufacturing and service sectors - Power sector Reforms in Orissa. Organizational Change: Concept, forces and types of organizational change - External and Internal, Recognizing the need for change, problem diagnosis, The Six Box organizational Model, The 7 S framework, Identifying alternate change techniques , Resistance to change, Managing resistance To change, The process of organizational change.

UNIT V CHANGE MANAGEMENT

12

Incremental Change Vs Disruptive Change. Managing Change : Managing Change: Planning, Creating the support system, Internal Resource Persons (IRP) and External agent, managing the transition, organization restructuring, reorganizing Work activities, strategies, process oriented strategies, competitor and customer Oriented strategies.

TOTAL : 60 HOURS

Text Book:

Managing Organizational Change-A Multiple Perspectives Approach, Palmer Dunford Akin, McGraw-Hill Education; 2nd edition 2008

References:

Management of Organizational Change: Leveraging Transformation ,V. Harigopal, Sage Response; Second edition, 2006

Organization Change & Development, Kavita Singh, Excel Books, 2005

Organization Development: The Process of Leading Organizational Change, I David Anderson, Sage South Asia; Second edition, 2013

Organization Development: Behavioral Science Interventions for Organization Improvement, Wendell L. French, Cecil H Bell, Prentice Hall, 1998

15EMBA38 INFORMATION SYSTEMS AUDIT & CONTROL 4 0 0 3

Course Objective:

Information auditing is function that has been developed to assess whether computer systems safeguard assets, maintain data integrity, and allow the goals of an organization to be achieved effectively and efficiently.

The objective of this subject is to introduce Information system and to present their need, benefits and process of auditing for the effective use of the information systems.

Course Outcomes

At the end of the course the students will be able

CO-1: - Describe the concepts, methods and practices in securing information systems.

CO-2: - Examine the layers of Information systems in organization

Input-Instruction Input. Communication controls, Processing controls, Database controls and Output controls.

UNIT IV EVIDENCE COLLECTION: AUDIT SOFTWARE 12

Generalized Audit software-Utility Software-Expert Systems, Neural Network Software, and Specialized Audit Software.Code Review, Test Data and Code Comparison.Concurrent Auditing Techniques, Interviews, Questionnaires and Control Flow Charts.Performance Measurement Tools.

UNIT V EVIDENCE EVALUATION 12

Evaluating Asset Safeguarding and Data Integrity, Evaluating Systems Effectiveness and Efficiency. Information Systems Audit Management: Functions of Information systems Audit, IS Auditor, Future of Information Systems Auditing

Total: 60 Hours

Text book:

Ron Weber,Information Systems Control and Audit, Pearson Education, III Edition, 2009.

References:

Paul Docji, Dave Chaffey, Andrew Greasley & Simon Hickie, Business Information: Technology Systems and Management, Hyderabad, Allied Publishers Ltd.1999.

Mark Merkow, Jun Brcethoupt, Information Security, Principles and Practices, Low Price Edition, Pearson Education, 2007.

15EMBA39 DECISION SUPPORT SYSTEMS 4 0 0 3

Course Objectives

1. Be aware of the important concepts and principles of software development.
2. Understand the need for a software development lifecycle.
3. Identify the different methodologies used in software development.
4. Recognize the importance of testing the software.
5. To discuss and develop skills in the analysis, design and implementation of software development.
6. To introduce the need and benefits of software development in the Business scenario.

Course outcomes

At the end of the course the students will be able to :

CO -1: Appreciate the engineering nature of software development.

- CO - 2: Describe key activities in software development.
- CO - 3: Explain key concepts in software development such as risk and quality.
- CO - 4: Explain the basics of coding in software development.
- CO - 5: Demonstrate the basics of an object-oriented approach to software development.
- CO - 6: Analyze computer users' needs in order to design, construct, test and maintain computer application software or systems.
- CO - 7: Apply relevant methods to assess the important design and development and implementation challenges involved in software development.
- CO - 8: Demonstrate the software engineers how Experimental Design and Analysis can be used to validate their beliefs and ideas.
- CO - 9: Acquire knowledge on the design methodologies.
- CO - 10: Encapsulate the different quality metrics.

UNIT I	DECISION SUPPORT SYSTEM	12
	Decision Concept-steps-Decision Support System-Components-Characteristics-Classification & Application.	
UNIT II	MODEL MANAGEMENT	12
	Models – Modeling Process – Types of Models – Optimisation – Simulation – Heuristic – Descriptive – Predictive – Model base – Modeling Languages – Model Directory – Model Base Management System – Model Execution, Integration and command processing – Model Packages.	
UNIT III	DATA MANAGEMENT SYSTEMS	12
	Database – Sources of Data – Data Directory – Data Structure and Database Languages – Query Facility – Data Management System – DBMS as DSS Development Tool.	
UNIT IV	DIALOG MANAGEMENT	12
	User Interface – Graphics – Multimedia – Visual Interactive Modeling – Natural Language Processing – Speech Recognition and understanding – Issues in user interface.	
UNIT V	DEVELOPMENT OF DECISION SUPPORT SYSTEM	12
	Development process – Software and Hardware and Data Acquisition – Model Acquisition – Dialog Development – Integration – Testing and Validation – Training and Implementation.	

Total: 60 Hours

Text book:

F.burstein, C.W.holsapple. 'Decision support system', international edition, 1992.

References:

Janakiraman V.S. and Sarukesi. K. 'Decision Support Systems', Prentice Hall of India, 1999.

Lofti, 'Decision Support System and Management', McGraw Hill Inc., International Edition, New Delhi, 1996.

Marakas, 'Decision Support System', Prentice Hall International Paperback Edition, Delhi, 1998. Daniel j.power. 'Decision power support basics', business expert press information system collection, 2009.

15EMBA40 BUSINESS INTELLIGENCE AND ANALYTICS 4003

Course Objectives:

This course aims at

1. Understand the role of business analytics within an organization.
2. The design and management of data warehouse (DW) and business intelligence (BI) systems.
3. Giving insights on how Data Warehouse acts as the central element in collecting, integrating leading to knowledge discovery of an organization's data.

Course Outcomes

At the end of the course the students will be able to

CO-1: Explain the foundations, definitions, and capabilities of DSS, data analytics and BI.

CO-2: Model the relational database essential for an enterprise data warehouse.

CO-3: Extract, cleanse, consolidate, and transform heterogeneous data into a single data warehouse.

CO-4: Familiarize with the processes needed to develop, report, and analyze business data.

CO - 5: List the definitions, concepts, and architectures of data warehousing.

CO - 6: Discuss the fundamentals of data mining, data analytics etc.

CO -7: Analyze the data to generate information and acquaintance that lead to informed decisions for businesses.

CO- 8:Generate insightful trends using data mining techniques.

CO- 9: Analyze and solve problems from different industries such as manufacturing, service, retail, software, banking and finance, sports, pharmaceutical, aerospace etc.

CO- 10: Demonstrate how managers use business analytics to formulate and solve business problems.

CO -11: Acquire wide knowledge on the development of Business Intelligence System.

UNIT I INTRODUCTION 12

Business Intelligence: definition, concept and need for Business Intelligence, Case studies

BI Basics: Data, information and knowledge, Role of Mathematical models

UNIT II ANALYTICS STRATEGY 12

Business Analytics at the strategic level: Strategy and BA, Link between strategy and Business Analytics, BA supporting strategy at functional level, dialogue between strategy and BA functions, information as strategic resource.

UNIT III DATA MINING 12

Business Analytics at Analytical level : Statistical data mining, descriptive Statistical methods, lists, reports, automated reports, hypothesis driven methods, data mining with target variables, cluster analysis, Discriminate analysis, logistic regression, principal component analysis.

UNIT IV DATA WAREHOUSING 12

Business Analytics at Data Warehouse Level, Designing physical database, Deploying and supporting DW/BI system

UNIT V BUSINESS INTELLIGENCE 12

Business Intelligence Architectures: Cycle of Business Intelligence Analysis, Development of Business Intelligence System, spread sheets, concept of dashboard, CLAP, SQA, decision engineering. BI Tools: Concept of dashboard. BI Applications in different domains- CRM, HR, Production

Total: 60 Hours

Text Book:

Turban, Sharda,Decision Support and Business Intelligence Systems, Delen,Pearson, 9th Edition, 2014

References:

Olivia Parr Rud, Business Intelligence Success Factors Tools for aligning your business in the global economy, John Wiley and Sons, 2009

Steve Williams and Nancy Williams, The Profit impact of Business Intelligence, Morgan Kauffman Publishers! Elsevier, 2007

Gert H.N. Laursen, Jesper Thorlund, Business Analytics for Managers: Taking Business Intelligence beyond reporting, Wiley and SAS Business Series. 2010

15EMBA41 NETWORK SECURITY AND CYBER LAW 4003

Course Objective:

1. Apply knowledge of computer science to provide information security.
2. To facilitate understand & critical understanding about networking protocols, cyber security, and cyber laws.
3. To provide in-depth knowledge of networking, understanding e-Governance etc.
4. Illustrate key management issues and solutions.
5. Familiarize with Cryptography and very essential algorithms.
6. Introduce cyber Law to be followed.

Course Outcomes

At the end of the course the students will be able to :

CO -1: Discuss cryptography and its need to various applications.

CO - 2: Acquire in depth knowledge on the concepts of networking and also the challenges

faced.

CO - 3: Evaluate and execute Information security in a Network Environment.

CO - 4: Possess diverse knowledge on networking architecture.

CO - 5: Illustrate switching technologies.

CO - 6: Analyze various networking protocols.

CO- 7: Emphasise on the firewall policies.

CO - 8: Describe networking technologies and realize the need for cyber Laws.

CO-9: Establish responsibility in the future in case of information security incidents.

CO-10: Acquire in depth Knowledge of Information Technology Act.

UNIT I INTRODUCTION TO NETWORKING 12

Introduction to Networking:Hardware Architecture, Topologies, Media, Devices. Transmission Technique , Twisted Pair, Coaxial Cable, Fiber optics, Wireless Transmission Switching, Circuit Switching, Message Switching, Packet Switching Common Network Architecture:Connection oriented Networks, Connectionless Networks Example of Networks -P2P, X.25, ATM, Ethernet Wireless LANs - 802.11, 802.11x, Gigabit

UNIT II NETWORKING PROTOCOLS 12

Network Applications :(HTTP, Email, etc.)Hyper Text Transfer Protocol (HTTP) HTTP communications - HTTP request, Request Headers, Responses, Status Code, Error Status. Code Email- Sending & Receiving Emails, Email Addressing, Message structureMIME- Multipurpose Internet Mail Extensions SMTP—Simple Mail Transfer Protocol with examples Mail Exchangers — Delivering a message, Mail Boxes. POP — Post Office Protocol.IMAP — Internet Message Access Protocol. FTP — File Transfer Protocol. Telnet — Remote Communication Protocol.Proxy Server,Proxy Web Servers.

UNIT III NETWORK SECURITY 12

Network Security:Threats, Packet-filtering firewalls, Firewall policies and rules, Common Problem with Packet Filtering, SSL — Secure Socket Layer, Internet Protocol Security (IPSEC), Virtual Private Networks, Symmetric Key Signatures. Public key Signatures, The Birthday Attack

UNIT IV CYBER LAW 12

CYBER LAW: Object and Scope: Genesis, Object, Scope of the ActEncryption - Symmetric Cryptography- Asymmetric Cryptography- RSA Algorithm - Public Key Encryption, Digital Signature: Technology behind Digital Signature - Creating a Digital signature - verifying a Digital signature - digital Signature and PKI – DigitalSignature and the Law.

UNIT V E GOVERNANCE 12

E-Governance and IT Act 2000: Legal recognition of electronic records- Legal recognition of digital signature - Use of electronic records and digital signatures in Government and its agencies. Certifying Authorities: Need for Certifying Authority and Powers -Appointment, function of Controller - Who can be a Certifying Authority? - Digital Signature Certifications - Generation, Suspension and Revocation of Digital Signature Certificate. Cyber Regulations Appellate Tribunal: Establishment &

Composition of Appellate Tribunal - Powers of Adjudicating officer to Award Compensation
Powers of adjudicating officer to Impose Penalty.

Total: 60 Hours

Text Books:

Andrew S. Tanenbaum, Computer Networks, Prentice Hall, 2003

Vishwanathan Suresh T., "The Indian Cyber Law", Bharat Law House, 2001

References:

Wayne Tomasi, Introduction to Data Communication and Networking, Pearson Prentice Hall, 2005

Information Technology Law and Practice by Vakul Sharma, Universal Law Publishing Co. Pvt. Ltd., 2007.

Prasad T.V.R. Satya, : "Law Relating to Information Technology (Cyber Laws), Asia Law House, 2001

Syed Shakil Ahmed and Reheja Rajiv, “ A Guide to Information Technology” (Cyber Laws & E-commerce), Capital Law House, 2001

Kamath Nandan, "Law Relating to Computers Internet & E-commerce (A guide to Cyber Laws & the Information Technology Act, 2000 with Rules & Notification)", Universal Book Traders, 2002

15EMBA42 SOFTWARE PROJECT MANAGEMET 4 0 0 3

Course Objectives

- To discuss the various aspects of project management.
- To understand the tasks in software project management.
- To describe the project titles in the course.
- Differentiate between the skills and roles of project managers for software efforts.
- To describe the requirements of a project plan.

Course Outcomes

At the end of the course the students will be able to

CO - 1: Acquire knowledge of the issues and challenges faced while doing the Software project Management.

CO - 2: Demonstrate the basic concepts and issues of software project management.

CO - 3: Plan effectively the software projects.

CO - 4: Plan and manage projects at each stage of the software development life cycle.

- CO - 5: Create project plans that address real-world management challenges.
- CO - 6: Expertise in PERT and CPM methods.
- CO-7: Illustrate the Risk analysis and Quality management using different techniques.
- CO - 8: Depict the successful software projects that support organization's strategic goals.
- CO - 9: Acquire wide knowledge on various method to enhance Software Quality.
- CO - 10: Distinguish the various strategies to manage risks.

UNIT I INTRODUCTION 12

Introduction to Software Project Management - Software Projects Vs.Other Projects — Contract Management and Technical Project Management — Activities under technical project management — Plans. Methods and Methodology — Stakeholders — Business Case

UNIT II SOFTWARE PROJECT PLANNING 12

Project Planning, Evaluation and Program Management - Steps in Project Planning and Project Evaluation - Strategic Assessment - Technical Assessment - Cost Benefit Analysis -Cash Flow Forecasting - Process Models - Prototyping - Dynamic Systems Development — Extreme Programming — Managing Iterative Processes

UNIT III ANALYSIS 12

Software Effort Estimation — Estimation Techniques — Expert Judgment - Analogy — Function Point Analysis — Object Points — Procedural Codes - COCOMO Model Activity Planning - Project Schedules — Sequencing and Scheduling - Network Planning — Using PERT and CPM for activity planning — Forward Pass — Backward Pass - Activity-on-arrow networks Managing

UNIT IV QUALITY CONTROL IN SOFTWARE PROJECTS 12

Contracts — Types of contracts — Stages in contract placement - Contract Management and Acceptance Software Quality Management — Defining Software Quality — Requisite ISO Standards - Product Vs. Process Quality — Enhancing Software Quality — Quality Planning

UNIT V RISK MANAGEMENT 12

Risk Management in Software Projects - Nature and Types of risk — Managing risks — Risk Analysis. Planning and Control — Strategies for risk reduction — PERT as a tool of

Risk Management Resource Monitoring and Control-Creating Control Framework - Reporting for Control — Visualizing Progress — Cost Monitoring — Change Control Using Project Management Software — Introduction to either of Microsoft Project 2010, Prince2 and Primavera and learning to use any one of these products

Total: 60 Hours

Text Book:

Pankaj Jalote, Software Project Management in Practice, Pearson Publications, 2002

References:

Hughes, Cotterel, Rajib Mall, Software Project Management, 5U1 Edition, Tata McGraw Hill, 2010

Ali Behforooz and Frederick J. Hudson, Software Engineering Fundamentals, Oxford publications, 1996

Roger Pressman. S., Software Engineering, A Practitioner's Approach, Tata McGraw Hill, New Delhi. 2005

Pfleeger, 'Software Engineering', Prentice Hall, III Edition, 2009

Carlo Ghezzi, Mehdi Jazayari, Dino Mandrioli, 'Fundamentals of Software Engineering, Prentice Hall of India, 2003

Richard Fairley, 'Software Engineering', II Edition, Tata McGraw Hill, New Delhi. 1985

15EMBA43 SUPPLY CHAIN MANAGEMENT 4 0 0 3

Course Objective:

To learn different stages of supply chain

To understand the sourcing activities, vendor management and drivers of the supply chain.

To learn about the sourcing, location and inventory management.

To learn about the latest trends in technology.

Course outcome:

At the end of the course the students will be able to

CO – 1: Acquire knowledge on Supply chain based on the participants.

CO – 2: Implement the Supply chain based on the drivers.

CO – 3: Acquire knowledge on the various methods of sourcing.

CO – 4: Evaluate the selection of vendor for supply chain management.

- CO – 5: Illustrate the facility location methods.
- CO – 6: Implement the supply chain network for logistics.
- CO – 7: Evaluate the demand forecasting.
- CO – 8: Distinguish the various inventory models in supply chain.
- CO – 9: Elaborate the technological implementation in the supply chain environment.
- CO – 10: Describe the new concepts of supply chain.

UNIT I INTRODUCTION 12

Supply chain – Fundamentals, Importance, Decision Phases, and Process View. Supplier – Manufacturer – Customer chain. Drivers of supply chain performance. Structuring supply chain drivers. Overview of supply chain models and Modeling systems

UNIT II STRATEGIC SOURCING 12

In sourcing and Outsourcing – Types of Purchasing strategies. Supplier Evaluation, Selection and Measurement. Supplier quality management. Creating a world class supply base. Worldwide sourcing, Green sourcing.

UNIT III SUPPLY CHAIN NETWORK 12

Distribution network design – Role, Factors influencing, Options, Value addition. Models for facility location and capacity location. Impact of uncertainty on network design. Network design decisions using decision trees. Distribution center location models. Supply chain network.

UNIT IV PLANNING DEMAND, INVENTORY AND SUPPLY 12

Overview of demand forecasting in the supply chain. Aggregate planning in the supply chain. Managing predictable variability. Managing supply chain cycle inventory. Uncertainty in the supply chain – Safety inventory. Determination of optimum level of product availability. Coordination in the supply chain.

UNIT V CURRENT TRENDS 12

E-business – Framework and role of supply chain in e-business and B2B practices. Supply chain IT framework. Internal supply chain management. Fundamentals of transaction management. Supply chain in IT practice. Supplier relationship management. Information systems development. Packages in supply chain – eSRM, eLRM, eSCM. Supply base management. Green SCM. The Supply chain, impact on social sustainability.

Total: 60 Hours

Text Books:

Sunil Chopra and Peter Meindi, Supply Chain Management – Strategy Planning and Operation, Pearson Education, Third Indian Reprint, 2004.

Monczka et al., Purchasing and Supply Chain Management, Thomson Learning, Second edition, Second Reprint, 2002.

References:

Altekar Rahul V, Supply Chain Management – Concept and cases, Prentice Hall India, 2005.

Shapiro Jeremy F, Modeling the Supply Chain, Thomson Learning, Second Reprint, 2002

Ballou Ronald H, Business Logistics and Supply Chain Management, Pearson Education, Second Indian Reprint, 2004.

15EMBA44 ADVANCED MAINTENANCE MANAGEMENT 4 0 0 3

Course Objectives:

An advanced study of maintenance management along with its functions & types for identifying best planning practices & key elements which is used by the world organizations to solve their common planning problems.

This course also focuses on failure data analysis for re- building or repairing techniques used for development of organization.

Course Outcome:

At the end of the course the students will be able to

CO1 - Describe the maintenance management improves operations by preventing equipment

breakdowns; prevention of product defects and rejects; improving equipment effectiveness and efficiency; involving and training operators in equipment maintenance.

CO2 - Demonstrate the usage of tools for Advanced Maintenance implementation

CO3 - Acquaint the roles and responsibilities of Maintenance management in organization and

the critical issues

CO4 - Deploy the economic side to Maintenance management and how it relates to Return on

Investment (ROI)

CO5 – Demonstrate the concept of overall equipment efficiency and its relevance in enhancing the productivity in industries

CO6 - Develop competency in initiating and managing Maintenance tools in a manufacturing organization.

CO7 - Acquire skills in online condition monitoring techniques and maintenance logistics.

CO8 – Enumerate the maintenance cost drastically for an organisation

CO9 - Design a customized programme for organisation

CO10 – Enhance the reliability and agility of the system.

UNIT I	MAINTENANCE CONCEPT	12
	Objectives and functions of Maintenance, Types, Maintenance Strategies. Organization for Maintenance. Five Zero Concept, Advance Operations Management and Maintenance, Advance Manufacturing Tech.	
UNIT II	FAILURE DATA ANALYSIS	12
	MTBF, MTTF, Useful Life – Survival Curves – Repair Time Distribution Breakdown time distributions, Poisson, Exponential and Normal distribution. Availability of repairable Systems – Maintainability Prediction – Design for Maintainability.	
UNIT III	MAINTENANCE PLANNING	12
	Maintenance Planning: Proactive maintenance and reactive maintenance -Overhaul and Repair: Meaning and Difference, optimal overhaul/Repair / Replace maintenance policy for equipment subject to breakdown. Replacement Decisions: Optimal interval between preventive replacements of equipment subject to breakdown, group replacement	
UNIT IV	MAINTENANCE SYSTEMS	12
	Fixed Time Maintenance, Condition based Maintenance, Operate to Failure, opportunity maintenance, Design out maintenance, total productive maintenance.	
UNIT V	ADVANCED TECHNIQUES	12
	Reliability Centered Maintenance (RCM) – Total Productive Maintenance (TPM) - Philosophy and Implementation. Signature Analysis – MMIS – Expert Systems – Concept of Tero technology. Reengineering maintenance process – spares Management. Contemporary techniques in maintenance.	

Total: 60 Hours

Text Book:

R.C.Mishra&K.Pathak , Maintenance Engineering & Management, PHI, 2005

References:

Sushil Kumar Srivatsava, Industrial Maintenance Management, S.Chand & Company, 2005

Gopalakrishnan, P. Banerji, A.K., Maintenance and Spare Parts Management, Prentice Hall of India, 2004

15EMBA45 TOTAL PREVENTIVE MAINTENANCE 4003

Course Objectives:

To study principles and practices of total Preventive maintenance.

To study tools and techniques of total Preventive maintenance.

To learn contemporary systems standards for total Preventive maintenance

Course Outcome:

At the end of the course the students will be able to

CO1 – Appreciate how TPM improves operations by preventing equipment breakdowns; prevention of product defects and rejects; improving equipment effectiveness and efficiency; involving and training operators in equipment maintenance.

CO2 - Demonstrate the usage of tools for TPM implementation and able to identify and eliminate loss through TPM implementation.

CO3 – Assess upon the roles and responsibilities of TPM implementation in organization and the critical issues

CO4 - Facilitate the economic side to TPM and how it relates to Return on Investment (ROI)

CO5 - Exposure to the concept of overall equipment efficiency and its relevance in enhancing the productivity in industries

CO6 - Develop competency in initiating and managing TPM tools in a manufacturing organization.

CO7 - Acquire skills in online condition monitoring techniques and maintenance logistics.

CO8 - Clarify the maintenance cost drastically for an organization

CO9 - Design a customized TPM programme for organization

CO10 - Employ the reliability and agility of a system through TPM.

UNIT I INTRODUCTION

12

Introduction: Definition concept of TPM, characteristics of TPM, Benefits of TPM, losses of TPM, implementing TPM. Philosophy of TPM. Indications of TPM. TPM

Development: Preparation phase, TPM introduction education, TPM Promotion

15EMBA46 MATERIALS MANAGEMENT 4003

Course Objective:

To gain the knowledge of approaching for planning, organizing and controlling all those activities principally concerned with the flow of materials into an organization.

This study also focus on purchase activity & inventory control techniques.

Course Outcome:

At the end of the course the students will be able to

- CO1 – Define the concept of materials management and to manage and plan material flows and related information flows as part of the company's logistics process.
- CO2 - Relate the connection between company's internal materials management and the network in supply chain.

CO3 – Deliver senior management level presentations with cost/benefits of recommended Strategies and tactics for purchase.

CO4 – Analyze tactical improvement in people, processes and Technology based on Materials management.

CO5 – Evaluate various purchase deals

CO6 - Administer efficient vendor evaluation system

CO7 - Demonstrate the importance of accurate planning and product data management as a part of Materials Management

CO8 – Expose them to the concept of overall equipment efficiency and its relevance in enhancing the productivity in industries

CO9 - Develop competency in initiating and managing inventory in a manufacturing organization.

CO10 - Acquire skills in online condition monitoring techniques and maintenance.

UNIT I INTRODUCTION 12

Materials management – An overview – Introduction – Scope- Objective, Importance Integrated approach to Materials Management.

UNIT II MATERIAL PLANNING 12

Material Planning – Introduction – Factors affecting material planning– Techniques of material planning - MRP

UNIT III PURCHASING**12**

Purchasing, Procedure & Pricing Issues – Receipt– Storage - Issue 4Inventories – Definition- Classification of Inventories- Need forinventories – Merits & Demerits of Inventories

UNIT IV INVENTORY CONTROL**12**

Inventory control techniques and principles - classification,codification, standardization – ABC analysis –VED, GOLF, FSN -HML

UNIT V ECONOMIC ORDER**12**

Economic order quantity concepts – Derivation of EOQ formula,modified EOQ

Total: 60 Hours**Text Book:**

Dr. L. C. Jhamb“Materials and logistics management, Everest publishing house, 2006

References:

Mr.Gopalkrishnan&Sundersa “An integrated approach to Materials Management” PHI Learning pvt ltd.1977.

ShaileshKasande, Materials and logistics Management, NiraliPrakashan, 2000.

K. K. Ahuja, Materials Management, Langley Research Center, 2015

15EMBA08 DERIVATIVES AND FINANCIAL RISK MANAGEMENT 4 0 0 3**Course Objective:**

To understand the role of financial risk management as well as the techniques available for its measurement in financial and non-financial corporations.

To review the set of financial instruments available in modern financial markets as well as the strategies that a firm can use to optimize the management of the risks this company is faced to, and.

To build a framework that will help integrate financial risk management into the overall corporate strategy of the firm.

Course Outcomes:

At the end of the course, the students will be able to

CO1 – Complete the requirements of this course, students are expected to have attained proficiency in the following areas.

CO 2 – Describe the motives, reasons and explanations for corporate hedging activity.

CO3 – Gain knowledge of key financial building blocks used in constructing complex derivative

instruments (Eg. Futures, Forwards, Options and Swap)

CO4 – Analyze the payoffs and strategies involved in trading derivative instruments and combination of derivatives.

CO5 – Apply and analyze the pricing of individual and combination of derivative securities.

CO6 – Define the use and benefits of derivatives in a portfolio context.

CO7 - Compute the theoretical price of option contracts on a range of financial and real commodities using no-arbitrage arguments and the techniques of risk neutral valuation

CO8 - Distinguish between the price of a derivative security and the value of a position in the

derivative security

CO9 – Apply the concepts in portfolio analysis and management.

CO10 – Compare and contrast all the derivative instruments under different underlying asset.

UNIT I INTRODUCTION TO DERIVATIVES 12

Purpose, Definition of Badla, Evolution , Introduction to Forward Contracts & its demerits, Types of Futures instruments, Pricing of Futures, Lot sizes, Contract months, Expiry, Margins –initial & marked-to-market with calculations, Cost of carry, Roll over, Stop loss, Convergence, Trend indicators. Trading Mechanism, Hedging Mechanism, Arbitrage Mechanisms, and Utility of Hedging Mechanism in managing market risk.

UNIT II OPTIONS MARKET 12

Types of Options, Call & Put Options, Premiums, Strike Prices, Put-Call ratios, SEBI's regulatory framework, Options Strategies, Profit and loss in options, Option pricing, factors affecting option pricing, Option Overwriting, Exotic Options and other derivatives, Mortgage backed Securities, Nonstandard swaps, Weather Derivatives, Energy Derivatives, Insurance derivatives.

UNIT III SWAPS 12

Definition of SWAPs, uses in risk Management and Hedging, different kind of swaps like currency Swaps and interest rate swaps and their working.

UNIT IV OVERVIEW OF RISK MANAGEMENT

12

Meaning, Definition, Risk identification, Risk identification and Risk Evaluation, Risk assessment & Management. Risk analysis: Exposure of physical assets, financial assets, and Human assets, Exposure to legal liability, Risk Management, Risk control. Types of risks, Management of Translation, Transaction and economic Exposure, Quantifying Risk and hedging techniques, Internal and External Techniques viz Netting, Matching, Leading and Lagging. Price variation, Short Term borrowing, Pricing in Foreign Currency, Assets Liability Management, Forwards, Futures, Swaps, Options, Forward Rate Agreement, Caps, Collars, Floors and their applications, Pricing techniques, Operational aspects. Meaning, Process, concept of Probability, PML, Decision Making Criteria, Importance of valuation of a risk, Risk Control, Loss Prevention, various methods.

UNIT V MEASUREMENT OF RISK AND RETURN

12

Meaning, Types of Risk, Measurement of Risk, Behavioural view of risk, Sensitivity Analysis, Probability, statistical measures of risk, Standard deviation, Variance, Coefficient of Variation, Beta, Coefficient of Beta, probability. Portfolio Expected Return, Portfolio Variance and Standard Deviation, Concept of Modern portfolio theory. Value at Risk (VAR), Measure, Historical simulation, Model building approach, linear approach, Quadratic model, Monte Carlo simulation, stress testing and back testing. CAPM, Arbitrage Pricing Theory, Sharpe Ratio, Treynor Ratio, Jensen Index.

Total: 60 Hours

Text Books:

Don M. Chance, Robert Brooks, "An Introduction to Derivatives and Risk Management", Cengage Publications, 9th Edition, 2013.

Sundaram Janakiraman, "Derivatives and Risk Management", Pearson Education, 1st Edition, 2011.

Rene M. Stulz, "Risk Management and Derivatives", Thomson South Western, 2003.

References:

Dhanesh Kumar Khatri, "Investment Management & Security Analysis: Text and Cases", Macmillan India Ltd., 2nd Edition, 2010.

Peter L. Bernstein, Aswath Damodaran, "Investment Management", Wiley, 1998.

Satyajit Das, "Risk Management and Financial Derivatives", Palgrave Macmillan, 1998.

15EMBA47 INVESTMENT MANAGEMENT 4003

Course Objective:

Investment is an important means for channelizing the savings into the development of the economy.

The objective of this course is to introduce the basic and the various alternative investment products

Course Outcome:

At the end of the course, the students will be able to

CO – 1: Describe the institutional details linked to financial markets and the trading process

CO – 2: Analyze stock exchanges systems like SEBI, BSE, NSE .

CO –3: Estimate the required return on projects of differing risk and how to use the required

return in evaluating investment decisions

CO – 4: Describe the financial markets and instruments, investment strategies and critically

evaluate investment advice from brokers and the financial press.

CO – 5: Define the stock market in circles

CO – 6: Apply the concepts of financial management to contemporary financial events.

CO – 7: Apply different valuation models to evaluate fixed income securities, stocks, and how to

use different derivative securities to manage their investment risks.

CO – 8: Allocate investments into stock and bond portfolios in accordance with a person's risk

preferences.

CO – 9: Analyze the riskiness of a stock or a portfolio position.

CO – 10: Paraphrase RBI in the present scenario

UNIT I INTRODUCTION

12

Meaning of investment – speculation – gambling and investment – invest process – objectives – policy – investment analysis – savings and investments - investment alternatives-linkage between finance and savings-importance of household savings

UNIT II	STOCK EXCHANGE	12
	Management of Stock Exchanges in India – Evolution – Regulation Framework and Supervision –Legislations-Rules-Regulations and Regulators-Role of SEBI – Membership, Listing of Securities-Delisting of Securities- Dematerialization-Types of Exchanges – National, Regional, Local- BSE, NSE-Membership In NSE and Listing of Securities, ISE, OTCEI and NSDL	
UNIT III	MARKETS	12
	New Issue Market – Secondary Market - Stock market in circles – types of orders – Indian Money Markets and recent reforms in call money market, treasury Bills Market, commercial Bills Market, Markets for Commercial paper & certificate of Deposits- Securities market in India–an overview- products, participants and functions- securities market and financial system- securities market & economic development-Derivative markets	
UNIT IV	SOCIAL RESPONSIBILITY	12
	Social responsibility of exchanges – Management of Mutual Funds – Study of functions of BSE and NSE – Role of RBI as controller of Money Market.	
UNIT V	INDIAN SYSTEM	12
	Indian Depository System – Need – Paperless Trading – Benefits – Need for Educating Investors – Derivatives Trading in Stock Markets, NIFTY Futures and Options-Forward Contracts-	

Total: 60 Hours

Text Book:

V.K.Bhalla, “Investment Management”, S Chand & Co Ltd., 17th Edition, 2008.

References:

B Hiriyappa, “Investment Management: Securities and Portfolio Management”, New Age International Ltd., 2007.

Bod Litterman, “Modern Investment Management”, John Wiley & Sons, 1st Edition, 2003.

Peter L. Bernstein, AswathDamodaran, “Investment Management”, Wiley, 1998.

Prasannachandra, “Investment Analysis and Portfolio Management”, Tata McGraw Hill, 4th Edition, 2012.

Dr.L.Natarajan, “Investment Management”, MarghamPublicatioons, 2nd Edition, 2012.

15EMBA48 CORPORATE FINANCE 4003

Course Objective:

To help participants understand and analyse financial statements and appraise long term investment decisions

To raise funds for large projects and the process and benefits of corporate restructuring.

To expose participants to the concepts of financial risk management

Course Outcome:

At the end of the course, the students will be able to

CO – 1: Define the rules and regulations determining the behaviour of the companies and their

importance to the accounting information system.

CO – 2: Describe legal, organisational and financial principles of undertaking and running a

business.

CO –3: Estimate the required return on projects of differing risk and how to use the required

return in evaluating investment decisions

CO – 4: Analyze financial markets and instruments, investment strategies and critically evaluate

investment advice from brokers and the financial press.

CO – 5: Assess the risk and return of assets; estimate a company's cost of capital; evaluate

investment projects

CO –6: Select a company's optimal mix of debt and equity financing; and compensate shareholders in the most convenient way.

CO – 7: Identify legal issues that impact financial and other risks affecting business.

CO – 8: Define the sources and tools of financial management.

CO – 9: Obtain acquaintance on leasing financing and derivatives.

CO – 10: Collaborate foreign and corporate Governance

UNIT I INTRODUCTION 12

Corporate finance – Nature and Scope. Financial decisions and objectives of financial management - Sources of finance – Long, medium and short term source of finance – Business failures, Mergers, Takeover, Consolidation and Liquidation – Valuation of mergers & acquisition - Finance for rehabilitation of sick units.

UNIT II VALUATION MODELS 12

Dividend valuation model – Dividend policies – Walter model – Gordon model – Payout ratio as a residual payment – MM irrelevance doctrine - Investment decision – methods - Investment analysis – Risk analysis in capital budgeting – methods - Benefits and limitations.

UNIT III CAPITAL MARKETS 12

Capital Markets in India – Role of SEBI – Stock market – different stock exchanges in India and World – Government regulation affecting capital markets – Money Market – Functions – Instruments.

UNIT IV LEASE FINANCING 12

Lease financing - types, Venture capital, and Mutual funds –types - measuring performance of mutual funds. Investment banking – Private equity - Inflation and financial decisions. Introduction to Derivatives – Futures and Options – types of options – option valuation models

UNIT V COLLABORATIONS 12

Foreign collaboration – Business ventures abroad – Role of financial institutions - Domestic and International financial institutions – Multinational corporations – Finance for exports – Role of EXIM bank and commercial bank. Corporate Governance – SEBI guidelines – Corporate social responsibility.

Case Study: 1. Dividend Valuation, 2. Merger, 3. Investment Decisions

Problems: Merger, Option valuation, Dividend models, Capital budgeting, Leasing

Total: 60 Hours

Text Books:

Richard A. Brealey, Stewart C. Myers and Mohanthy, “Principles of Corporate Finance, Tata McGraw Hill, 9th Edition, 2011.

I.M.Pandey, “Financial Management”, Vikas Publishing House Pvt., Ltd., 12th Edition, 2012.

Ivo Welch, “Corporate Finance”, Prentice Hall, 2nd Edition, 2011.

References:

Brigham and Ehrhardt, “Corporate Finance – A Focused Approach”, Cengage Learning, 2nd Edition, 2011.

M.Y Khan, “Indian Financial System, Tata McGraw Hill, 6th Edition, 2011.

Krishnamurthy and Viswanathan, “Advanced Corporate Finance”, PHI Learning, 2011

15EMBA49 MUTUAL FUND MANAGEMENT 4 0 0 3

Course Objective:

Analyse the development of Mutual funds. Understanding the extent to which Investors are protected.

Analyse the Mutual fund Regulation and to Know the recent developments in Mutual fund Industry.

Course Outcome:

At the end of the course, the students will be able to :

- CO – 1: Describe the basic concepts related to mutual funds.
- CO – 2: Define mutual fund management. obtained knowledge on rules and regulations determining the behavior of the companies and their importance to the accounting information system.
- CO – 3: Predict the complexities of the mutual fund functions internally and externally.
- CO –4: Clarify the process of purchasing the mutual fund the documents required and processing timelines to the customer
- CO – 5: Describe how to select and evaluate the best mutual funds, mutual fund service advantages and disadvantages, and the long- and short-term effectiveness of mutual funds.
- CO – 6: Generalize the factors influencing mutual fund performance assess the risk and return of assets; estimate a company's cost of capital; evaluate investment projects
- CO –7: Express the different types of funds available in the market.
- CO – 8: Identify legal issues that impact financial and other risks affecting business.
- CO – 9: Recognize reasons for slow growth and prospects of Mutual Fund Industry
- CO – 10: Recommend and selecting the right investment products for the customers

UNIT I	INTRODUCTION	12
The origin, meaning and growth of Mutual funds – Fund Units Vs shares.Types of Mutual fund schemes.The role of Mutual Funds.Organization of the Fund- Operation of the Fund – Net Asset Value. Investors Protection and Mutual Fund Regulation: Investors Rights – Facilities available to Investors – Selection of a Fund – Advantages of Mutual Funds.		
UNIT II	REGULATION OF MUTUAL FUNDS	12
Deregulation, Market - Imperfection and Investment Risks – The need for Regulation – Regulation and Investors Protection in India.Mutual Funds in India – UTI Schemes, SBI Mutual Fund, Other Mutual Funds – Selection of a Fund.		
UNIT III	MUTUAL FUNDS INDUSTRY IN INDIA	12
Mutual Funds Industry in India – Its size and Growth – Types and growth patterns of Mutual Funds – Reasons for slow Growth – Prospects of Mutual Fund Industry.		
UNIT IV	PERFORMANCE OF MUTUAL FUNDS	12
Accounting, Taxation & Valuation Norms - Investor Services - Investment Management - Measuring and Evaluating Mutual Fund Performance		
UNIT V	VALUATION OF MUTUAL FUNDS	12
Mutual Funds in perspective - Investments by Mutual Fund Schemes - Valuation of Investments by Mutual Fund Schemes Quantitative Evaluation of Mutual Fund Schemes - Cut-off Time Regulations and Time Stamping - Investment in MFs through NSE		

Total: 60 Hours

Text Books:

- D.V.Ingle, “Mutual Funds in India”, New Century Publications, 1st Edition, 2013.
- NaliniPravaTripathy, “Mutual Funds in India: Emerging Issues”, Excel Books Publications, 1st Edition, 2007.
- John A. Haslem, “Mutual Funds – Risk and Performance Analysis for Decision Making”, Blackwell Publication Ltd., 1st Edition, 2003.

References:

- Mark Mobius, “Mutual Funds”, John Wiley & Sons, 2007.
- Hohn C. Bogle, “Common Sense on Mutual Funds”, John Wiley & Sons, 10th Edition, 2010.
- Lee Gremillion, “Mutual Fund Industry Handbook: A Comprehensive Guide for Investment”, Wiley, 2012.

15EMBA13 PRODUCT & BRAND MANAGEMENT 3 0 0 3

Course objective

- To understand the importance of products and branding.
- To successfully build brands and creating a emotional attachment to the consumers.

Course outcome

At the end of the course the students will be able to

- CO1 – Sketch the global marketing environment and will do competitive analysis for a product category.
- CO2 - Define the customer for the product in the market.
- CO3 – Illustrate the importance of New product development to survive in the market.
- CO4 – Formulate the decisions regarding product and brand extensions.
- CO5 – Discuss the history of successful brands.
- CO6 –Summarize the several functions of marketing management.
- CO7 – Compare and contrast the brands of a given product.
- CO8 - Measure brand equity to know the strength of brand.
- CO9 - Differentiate branding in various categories of products.
- CO10 - Illustrate the role of the brand manager.

UNIT I PRODUCT MANAGEMENT 12

Marketing organization-Implications of global marketing, product management-changes affecting product management, marketing organizations-defining the competitive set-category attractiveness analysis-competitive analysis-customer analysis

UNIT II PRODUCT MIX 12

Product Mix, product line, packaging, branding, Product Modification and Deletion.Product Strategy and Planning. New Product Development: Innovation and New Product Development(NPD), Theories of NPD, Models of NPD, Generic Product Development Process. Product Launching, Test marketing, planning annual Strategy/budget.

UNIT III BRAND MANAGEMENT 12

Brand History –brand success -Basic understanding of brands – concept and process – significance of a brand – brand mark and trade mark – different types of brands – family brand, individual brand, private brand – selecting a brand name – function of a brand – branding decisions – influencing factors brand values, promise and personality.

UNIT IV BRANDING CONCEPTS

12

Brand identity-Brand image-brand personality. Brand Equity –brand equity-measurement

UNIT V BRANDING PRODUCTS AND SERVICES

12

Branding in consumer products-industrial products-branding in retailing-Branding service sector.Role of brand manager.

Total – 60 Hours

Text Books:

Kevin Lane Keller, Strategic Brand Management: Building, Measuring and Managing, Prentice Hall, 3rd Edition, 2007.

Moorthi YLR, Brand Management – I edition, Vikas Publishing House 2012

References:

Lan Batey, Asain Branding – A Great way to fly, PHI, Singapore, 2002.

Paul Tmepoal, Branding in Asia, John Willy, 2000.

Ramesh Kumar, Managing Indian Brands, Vikas Publication, India, 2002.

Jagdeep Kapoor, Brandex, Biztranza, India, 2005

MahimSagar, Deepali Singh, D.P.Agarwal, Achintya Gupta.–Brand Management Ane Books Pvt.Ltd – (2009).

15EMBA50 CONSUMER BEHAVIOUR & E-BUSINESS 3 0 0 3

Course Objective:

This course provides an overview of consumer behaviour and is based primarily on the discipline of social psychology.

To acquire an understanding of the psychological processes that underlie the effectiveness of marketing strategy in terms of impact on consumer behavior

Course outcome:

At the end of the course the students will be able to

CO1- Recognize the use of digital technologies in formulating marketing strategies brand on consumer behavior.

CO2- Apply the social psychological concepts in understanding the consumer decision making process.

CO3 - Discuss various methods to do consumer research process.

- CO4 - Identify the various segments in the markets for products and services.
- CO5 - List out the factors that have an impact on the consumer as an individual.
- CO6 - Analyze how personality, Learning, Attitude, Communication has an impact on individual consumer behavior.
- CO7 - Apply the various concepts in social psychology to understand the behavior of consumer.
- CO8 - Recognize the new differences among the population.
- CO9 - Describe the E-Marketing context in India.
- CO10 - Recognize the various legal and ethical issues in the internet age.

UNIT I CONSUMER BEHAVIOR 12

Consumer Behavior-its origins and strategic applications Customer value ,satisfaction and retention Digital technologies in marketing strategies Consumer behavior and decision making are interdisciplinary-A simplified model of consumer decision making

UNIT II CONSUMER RESEARCH AND MARKETING RESEARCH 12

Consumer Research-consumer research paradigms, the consumer research process, Marketing segmentation- bases of segmentation, criteria for effective targeting of market segments

UNIT III CONSUMER AS AN INDIVIDUAL 12

Consumer as an Individual- Consumer Motivation, Personality and consumer behavior, consumer Learning, consumer attitude formation and change, Communication and Consumer Behavior

UNIT IV CONSUMERS IN THEIR SOCIAL AND CULTURAL SETTINGS 12

Consumers in their social and cultural settings- Reference Groups, Social Class and Consumer Behavior, Cultures, Subcultures, Cross cultures, Consumer influence and diffusion of innovation.

UNIT V E- MARKETING 12

E- Marketing in Context- The emergence of E –Marketing,E – Marketing Environment, Ethical and Legal Issues, Consumer Behavior in Internet age.

Total – 60 Hours

Text Books:

Hawkins, D I et al. Consumer Behaviour Implications for Marketing Strategy. Texas, Business, 1995

Mowen, John C. Consumer Behaviour , New York, MacMillan, 1993.

Schiffman, L G and Kanuk, L L Consumer Behaviour New Delhi, Prentice Hall of India, 2007.

References:

David J. Loudon & Albert J. Della Bitta, Consumer Behaviour, Tata McGraw Hill, 2002.

Frank Kardes – Consumer Behaviour and Managerial Decision Making, Prentice Hall of India, 2002.

John C. Mower & Michael Minor – Consumer Behaviour, Prentice Hall, 1998.

Leon G. Schiffman & Leslie Lazar Kanuk – Consumer Behaviour, Pearson Education Asia, 2002.

Michael R. Solomon – Consumer Behaviour: Buying, Having and Being, Pearson Education, 2002.

Roger D. Black Well, Paul W. Miniard, James F. Engel – Consumer Behaviour, Thomson South Western, 2002.

15EMBA51 SERVICE & RELATIONSHIP MARKETING 3 0 0 3**Course Objective:**

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

The student will be able to apply the concepts of services marketing in promoting services.

Course outcome:

At the end of the course the students will be able to

CO1 - Analyse the impact of service sector in our economy.

CO2 - Compare and contrast the various service characteristics from goods.

CO3 - Identify the strategies to build customer relationship in the present scenario.

CO4 - Recognize the various new type of services and challenges in design and development of it.

CO5 – Compile the various channel partners for the service.

CO6 - Apply the measuring techniques for demand, capacity and waiting line.

CO7 - Formulate strategies for various service sector.

CO8 – Outline the IMC concepts in services.

CO9 - Describe the CRM concepts in practice.

CO10 - Apply the various statistical tools to determine relationship

UNIT I INTRODUCTION**12**

Introduction to Services, Growth of service sector economy, Service Characteristics, Service Classification, Service Marketing Mix. Consumer Behaviour in Services: Customer Expectation of Service, Customer Perceptions of Service.

Services economy – evolution and growth of service sector – nature and scope of services – characteristics – classification – service market potential – expanded marketing mix for services – service quality – introduction to GAPS model.

UNIT II CUSTOMER SATISFACTION 12

Creating the Right Service Philosophy – Fundamental of Customer satisfaction, Understanding Customer Service – Monitor & Measuring Customer satisfaction, Service Recovery, Building Customer Relationships. Service recovery and recovery strategies, Service development and design: Challenges of service design, types of new services

UNIT III SERVICE LIFE CYCLE 12

Level of service product – service life cycle – new service development – service blueprinting – physical evidence – People in services – service process and distribution – channel functions, channel selection – designing communication mix for promoting services, Managing Demand and Capacity, Waiting Line Strategies, Integrated Services Marketing Communications and Services marketing triangle.

UNIT IV SERVICE MARKETING STRATEGIES 12

Formulating service marketing strategies for health, Hostel and hospitality, tourism, logistics, financial, information technology, educational, entertainment and public utility services.

UNIT V CRM 12

Customer Relationship marketing – relationship concepts – meaning, definition, practice, customer life cycle, Application of Relationship, key customers – Marketing, Statistical analysis of customer survey – using customer relationship survey results. Service Market Triangle – External Marketing, Internal Marketing.

Case Study – Marketing Strategies for any service industry.

Customer Expectation Vs Customer Perception

Total – 60 Hours

Text books:

Bhattacharjee, “Services Management, An Indian Perspective” Jaico publishing house, Chennai, 2005.

M.K.Rampal, S.L.Gupta – Galgotia Publishing, New Delhi,2009

References:

Kenneth E Clow, et. Al “Services Marketing Operation Management and Strategy” Biztantra, New Delhi, 2004.

Christopher H. Lovelock, Jochen Wirtz, "Services Marketing", Pearson Education, New Delhi, 2004.

Halen Woodroffe, "Service Marketing", Macmillan Publishing Co, New Delhi, 2003.

Nimit Chowdhary and Monika Choudhary, "Text book of marketing of services", The Indian experience, Macmillan publishing house, New Delhi, 2005.

Christian Gronroos, Services Management and Marketing a 'CRM Approach', John Wiley and sons England 2001.

15EMBA52 BUSINESS 2 BUSINESS MARKETING 3 0 0 3

Course Objective:

A comprehensive study of the nature and scope of industrial or business to business markets, product management, pricing, promotion and distribution.

Also assessing industrial marketing opportunities and industrial competitive strategies.

Course Outcome:

At the end of the course the students will be able to

CO – 1: Explore Business Markets and Business Marketing

CO - 2: Apply major business marketing theories and models to analyse the behaviours and needs of organizational customers.

CO – 3: Manage project contributions in an online environment.

CO – 4: Critically analyze and apply business marketing concepts to develop a business marketing solution.

CO – 5: Communicate research, analysis and marketing solutions in a professional format as part of a client brief.

CO – 6 Apply and integrate Business-to-Business marketing theory with practice in a business context

CO – 7: Conceptualize product, service and channel management.

CO –8: Develop an integrated marketing mix.

CO –9: Identify current developments in B2B marketing.

CO–10 :Adapt marketing strategy, concepts and instruments to business-to-business environments

UNIT I THE NATURE OF BUSINESS MARKETING 12

Business and consumer products, basic for classification – difference between business and consumer marketing. Business marketing in global content, classification of business consumers, classification of business products.

UNIT II ORGANIZATIONAL BUYING BEHAVIOUR (OBB) 12

Key characteristics of organizational customer and buying process – purchasing organization and buying stages, concept of buying centre, Buying motivations, purchasers evaluation of potential suppliers, Environmental influence on organizational buying process – Marketing information system for organizational market..

UNIT III BUSINESS MARKETING STRATEGY 12

Formulation of marketing strategy for industrial projects, industrial market segmenting, targeting and positioning, New product development, managing business services, PLC of industrial products.

UNIT IV INDUSTRIAL PRICING 12

Value analysis – types of pricing, nature of discounts, competitive bidding, negotiation, leasing, perspectives of contrast online business auctions.

UNIT V MANAGING BUSINESS MARKETING CHANNEL 12

Direct and indirect distribution, E-channels, distributors, manufacturer, representative, channel design and administration, concept of logistics and supply chain management in business marketing. Advertising and sales promotion, personal selling, managing personal selling function, key account management, selling through internet, E-commerce, prospecting on internet – accepting orders and payment on net.

Case Study: Industrial Market buying motives.

Industrial Pricing as a decision tool

Role of promotion & Distribution in Institutional buying.

Total – 60 Hours

Text books:

Anderson, James C., Nirmalya Kumar and James A. Narus Value Merchants: Demonstrating and Documenting Superior Value in Business Markets, Harvard Business School Publishing. Anderson, 2007.

James C., James A. Narus and Das Narayandas, Business Market Management: Understanding, Creating and Delivering Value, Prentice Hall, 2009.

References:

Robert R Reeder, Edward G Brietety& Betty H Reeder, Industrial marketing – Analysis, planning & control, Prentice Hall College Div; 1991.

Business Marketing Strategies – Cases, concepts & Applications by Shapino, KasturiRangan&Modiati, Inwin Mc Graw Hill,2004.

David Alan, Reid Richard E.Plank,, Fundamentals of Business Marketing Research, Limited Preview,2004.

Ross Brennan, Louise Canning, Raymond McDowell,Business to Business Marketing,Sage Publications,2014.

Industrial Marketing by Hill Richard, Alexander Rosph& Cross James S – All India Travellers Book Sellers,1986.

15EMBA53 GREEN MARKETING 3 0 0 3**Course Objective:**

The course prepares students to successfully implement the concept of green marketing.

Green Marketing reveals the implication of today's most pressing environmental issues and demonstrates how green practices can actually save money, increase efficiency and reduce delivery time.

Course Outcome:

At the end of the course the students will be able to

CO –1: Identify the specificities of green marketing in relation to 'traditional' marketing.

CO –2: Analyze the strategic context (external and internal) influencing the marketing strategies of companies and organizations.

CO –3: Build integrated and grounded marketing decisions focused on issues / products / \ services with a strong environmental component &Develop marketing plans

CO –4: Discuss the underlying theories regarding Green Marketing.

CO –5: Differentiate between environmentally friendly practices, CSR, & and Green Marketing.

CO –6: Illustrate the Green Marketing in a Strategic Context.

CO –7: Realize the imperative of Green Marketing in a practical context.

CO –8: Prepare a basic analysis and assessment of a company's green marketing strategy

CO –9: Describe the complex relationships between consumers, profit and society as it relates to sustainability.

CO –10: Summarize the role of marketing in creating change, address consumer behavior in the context of “green.”

UNIT I NATURE OF GREEN MARKETING 12

Definition of Green Marketing, Importance of Green Marketing, reasons, Characteristics, Sustainable Marketing, Keys of green marketing, Golden rules of it. Why firms use green marketing. Challenges in Green Marketing. Problems in green marketing.

UNIT II GREEN PRODUCT 12

Green product development, Relationship between green product development & consumer behavior, Problems encountered to implement green marketing, Corporate social responsibilities of it, Strategies of green marketing, Its impact on four P's of marketing.

UNIT III GREEN MARKETING STRATEGIES 12

Quasi –strategies, tactical strategies, Eco-labels, Green Stickers, Guidelines for product environmentally performance, Standards of green product performance, Six Laws of Green Marketing, Impact of green marketing in supply chain,

UNIT IV MIX 12

Effective use of green marketing in business, Green products and its sustainability, creating awareness for green products, green product and price awareness, Green awareness and consumer purchase decision, Attitude and behavioral analysis of Indian consumers.

UNIT V OPPORTUNITIES & CHALLENGES 12

Strength of green marketing in product development, Customer reactions of green marketing, Emerging opportunities and challenges of green marketing. Case studies in green marketing.

Total – 60 Hours

Text Books:

David Mager ,Joe Sibilis “Street Smart Sustainability: The Entrepreneur's Guide to Profitably Greening Your Organization's DNA (Social Venture Network), 2011

References:

Jacquelyn A Ottman “The New Rules of Green Marketing: Strategies, Tools, and Inspiration for Sustainable Branding” , 2010

Ross Gittell, Matt Magnusson, and Michael Merenda , The Sustainable Business Case Book, v. 1.0, 2010

MANAGEMENT OF SMALL BUSINESS

Course Objective:

- To understand the fundamentals of Entrepreneurship concept.
- To study about the qualities of an entrepreneur, functions of entrepreneur.
- To understand effective management of small business and entrepreneurial development.
- To identify the various schemes present in the commercial banks and to formulate a project report.
- To establish entrepreneurial opportunities and to understand ownership structures.
- To institute the best ways to start up new venture and project evaluation.
- To know about entrepreneur opportunities in various sector like agriculture, tourism etc.

Course Outcome:

At the end of the course the students will be able to

- CO1 : Determine the entrepreneurship concepts.
- CO2 : Identify the qualities and functions of entrepreneur.
- CO3 : Recognise the various schemes in commercial banks for start ups.
- CO4 : Mentor the learning of small industries development industries.
- CO5 : Identify, create and compute entrepreneurial opportunities.
- CO6 : Develop and promote entrepreneurial and innovative project report.
- CO7 : Mobilise resources for project evaluation, venture capital and start ups.
- CO8 : Prepare the ways to start a own venture, preparation of project evaluation.
- CO9 : Determine the dynamics of entrepreneurial plan
- CO10 : Demonstrate about various entrepreneurial sectors and to identify the corporate entrepreneurship.

UNIT I INTRODUCTION

12

Concept of Entrepreneurship: Entrepreneurship – Meaning – Types – Qualities of an Entrepreneur – Classification of Entrepreneurs – Factors influencing Entrepreneurship – Functions of Entrepreneur.

UNIT II AGENCIES SUPPORTING ENTREPRENEURSHIP

12

Entrepreneurial Development: Agencies, Govt. Of India and State Govt. Rules, schemes and subsidies. Commercial Banks – District Industries Centre – National Small Industries

Corporation – Small Industries Development Organization – Micro small medium enterprises. All India Financial Institutions – IDBI – FCI – ICICI – IRDBI. Institution for the development of small scale industries – NSIC, SIDCO, SIDO, SISI , Development Commissioner – TANSI, SIDCO, DIC, Directorate of Industries and Commerce.

UNIT III PROEJCT MANAGEMENT 12

Project Management: Business idea generation techniques – Identification of Business opportunities – Feasibility study – Marketing, Finance, and Technology & Legal Formalities – Preparation of Project Report – Tools of Appraisal. , Franchising / Dealership – Development of Women Entrepreneurship.

UNIT IV SMALL SCALE INDUSTRIES 12

Importance of small scale industries – Definition – Contribution to national economy – Classification of small scale units – Cottage, tiny, village, ancillary, KVIC - Industrial Estates – Concept, Infrastructure for small business units

UNIT V ENTERING BUSINESS 12

Procedures in setting of small scale units – Licensing – Registration – Financing – Working capital – Financing institutions – Statutory obligations for SMEs. Concessions , rebates, incentives and subsidies to small scale units – Prime Minister’s employment generation Programme(PMEGP),CGFT, EPZ and 100% EQUs, Sickness of small scale units and revival.

Total – 60 Hours

Text Books:

Gupta S.L. and Arun Mittal, “Entrepreneurship Development”, International Book House Pvt. Ltd., New Delhi, 2011.

S.S.Khanka, Entrepreneurial Development, S.Chand and Company Limited, New Delhi, 2001.

References:

Arya Kumar, “Entrepreneurship”, Pearson Education, New Delhi, 2012

Mathew Manimala, Entrepreneurship Theory at the Crossroads, Paradigms & Praxis, Biztrantra ,2nd Edition ,2005

Prasanna Chandra, Projects – Planning, Analysis, Selection, Implementation and Reviews, Tata McGraw-Hill, 1996.

P.Saravanel, Entrepreneurial Development, Ess Pee kay Publishing House, Chennai -1997.

Course Objective:

- To learn about managing the change process and,
- To understand the concept and techniques of OD.
- To enable the skills for the application of OD in organizations.

Course Outcome:

At the end of the course the students will be able to

- CO – 1: Define various terms relating to organizational development & change
- CO – 2: Apply theories and current research concerning individuals, groups, and organizations to the process of change
- CO – 3: Discuss the process of change as applied to organizational culture and human behavior
- CO –4: Identify organizational situations that would benefit from OD
- CO – 5: Explain and act upon the differences between insider and outsider approaches to consulting and OD interventions
- CO – 6: Analyze or diagnose ongoing activities within an organization and design and plan the implementation of selected OD interventions.
- CO –7: Select the OD diagnostic models and to demonstrate how organizational development differs from other change methods
- CO – 8: Formulate the strategies and tactics for organizational change and OD interventions.
- CO – 9: Summarise the organization’s ability to assess its current functioning and ability to achieve goals.
- CO – 10: Recognize why people resist change and learn techniques for overcoming resistance to change.

UNIT I INTRODUCTION TO OD 12

Development: Organizational change and process Consultation, Organization Development-OD process, Action Research orientation, Evaluating OD Effectiveness. Organizational Change & Development: Concept, History, Organizational Change, Process, Lewins Model, Organizational Life Cycle , Values and Assumption of O.D.

UNIT II COMPONENTS 12

Operational Components of OD: Diagnostic Components, Action Component, Process - Management Component. Characteristics & Foundation of OD Process On – going interactive process, Form of Applied BS, Strategy of changing, Systems approach, Approach to planned change, Experience based, Goal Setting & Planning, Focus on work teams. OD Interventions: Nature of OD interventions, The OD Cube, Major families of OD interventions,

dimensions, individual - Group & Task – Process. Team Interventions: Teams and work groups, team building interventions, Diagnostic meeting, Team building meeting, Role analysis technique, Role negotiation techniques, and Gestalt orientation to team building, intergroup interventions. Personal, Interpersonal & Group Process Interventions: Process Consultation, Third - party intervention, Sensitivity training, Transactional Analysis, Career Planning Interventions. Comprehensive Interventions

UNIT III ISSUES

12

Confrontation meeting, Survey feedback, Four System Management, Grid, Contingency approach. Structural Interventions: Job design, MBO, QWL, Socio - Technical Systems, Physical setting, conditions for OD, Re-engineering. Issues in OD: OD facilitators role, OD Consultant, Consultant – Client relationship, Problems in OD Interventions, Resistance – individual & organizational , Research in OD.

UNIT IV ORGANISATIONAL CHANGE

12

Managers as change agents, Internal and external change agents, Organizational Change and its management in manufacturing and service sectors - Power sector Reforms in Orissa. Organisational Change: Concept, forces and types of organizational change - External and Internal, Recognizing the need for change, problem diagnosis , The Six Box organizational Model, The 7S framework, Identifying alternate change techniques , Resistance to change, Managing resistance To change, The process of organizational change.

UNIT V CHANGE MANAGEMENT

12

Incremental Change Vs Disruptive Change. Managing Change: Managing Change: Planning, Creating the support system, Internal Resource Persons (IRP) and External agent, managing the transition, organization restructuring, reorganizing Work activities, strategies, process oriented strategies, competitor and customer oriented strategies.

Total: 60Hours

Text Books:

Kavita Singh, Organization Change & Development, , Excel Books, 2009.

French & Bell, Organisational Development, McGraw-Hill, 2001.

Vinayshil Gautham & S.K. Batra, Organisation Development system, Vikas Publishing House, 2004.

Pareek U., Rao, T.V. and Pestonjee, D.M., Behavioural Processes in Organisations, Oxford and IBH., New Delhi, 1981

References:

Palmer Dunford Avin , Managing Organizational Change, - TMH, 2008.

K Harigopal, Management of Organization Changes, , Response Book,2006.

Bhattacharya, Organisational structure change and management,Oxford Publications, 2011.

Kondalkar, Organization Effectiveness and Change Management, Phi Learning, New Delhi, 2009.

French & Bell, Organisational Development, McGraw-Hill, 6th edition 2005.

Dipak Bhattacharyya, Organizational Change and Development, Oxford University Press, New Delhi, 2011.

Ahmad, Abad, Developing Effective Organisation, Sri Ram Centre for Industrial Relations, New Delhi,1980

French,W.L. and Bell, C.H., Organisation Development, Prentice-Hall, New Delhi,1995.

Hackman, J.R. and Suttle, J.L. Improving Life at Work: Behavioural Science, Approach to Organisational Change, Goodyear, California, 1977.

Harvey, D.F. and Brown, D.R., An Experimental Approach to Organization Development, Prentice-Hall, Englewood Cliffs,N.J.,1990

Hersey P., and Blanchard, HB., Management of OrganisationalBehaviour: Utilising Human Resources, Prentice Hall, New Delhi, 1989

Huse, FE and Cummings, T.C., Organisation Development and Change, West, New York, 1985.

15EMBA05

TRAINING & DEVELOPMENT

3 0 0 3

Course Objective:

To provide students with an overview of the role of Training and Development in Human Resource Management.

To equip students with the skills and techniques required to handle the managerial function of Training and Development.

Explain the organizational, Societal and individual cost and benefits of training and development

Course Outcome:

At the end of the course the students will be able to

Co 1:Explain the role of training and development in human resources management.

Co 2:Discuss the learning process on which training is based.

- Co 3: Prepare training need assessment to determine whether training is necessary.
- Co 4: Evaluate and create conditions to ensure employees' readiness for training
- Co 5: Assess, design, access and implement various methods, techniques and sources of training.
- Co 6: Evaluate the value of the training once completed from the individual employee and the organization's viewpoint.
- Co 7: Choose the appropriate training outcomes and evaluation design to determine training program effectiveness.
- Co 8: Identify how assessment, relationships, courses, and job experiences can be used for development.
- Co 9: Prepare various activities that companies should engage in to effectively manage a diverse workforce.
- Co 10: Analyze various strategies to prepare employees for international job assignments.

UNIT I INTRODUCTION 12

Introduction to training concept- Definition – meaning – need for training –Importance of training – Objective of training, Concepts of education, training and development – overview of training functions. Learning Curve, Learning Principles. Roles of a trainer

UNIT II PHASES OF TRAINING 12

Phases of Training: Training Needs Assessment - Methods of Training, Needs Assessment. Use of various training methodologies and their impact on training effectiveness. Methods of training - on the job training - off the job training - choosing optimum method - Transactional analysis, expectation analysis.

UNIT III EVALUATION OF TRAINING 12

Training Evaluation - Need for evaluation, Concept of Return on Investment, Cost-Benefit Analysis, Developing Models of Training Evaluation for Technical and Behavioral Training. Kirkpatrick model of evaluation – CIRO model

UNIT IV MANAGEMENT DEVELOPMENT 12

Concept of management development: - need and importance of Management development - management development process -Components of md programmes - requirements for the success of management development Programs. – Resistance to training, Technology in training - CBT – Multimedia training – e-learning/online, learning- distance learning

UNIT V: TRAINING ORGANISATION 12

Concept and Need for Learning Organizations. Training for – Trainers-Trainer Certifications- Creativity- Managing differences at workplace - Managing Cultural Diversity- need for training

inIndia - government policy on training - training institutes in India -Management development programmes in public sector and private, Sector organization - management development institutes.

Total – 60 Hours

Text Books:

Raymond A. Noe: 'Employee Training and Development', Tata McGraw Hill Publishing,2010.

References:

Blanchard, P. N. & Thacker, W. J. Effective Training: Systems, Strategies and Practices. Prentice Hall, New Jersey., 1998

Sloman, M. A Handbook for Training Strategy. Jaico Publishing House, 2001

Lynton Rolf, P. &Pareek, Udai Training for Organisational Transformation, Sage Publication, 2000.

William.E.Blank, Handbook for Developing Competency Based Training programmes,prentice-Hall, New Jersey,1982.

Bhatia.S.K. Training and Development, Deep-Deep Publications, 2008.

Course Objectives

- Understanding of the impact of change
- Building and maintaining good working relationships
- Getting more creative with change solutions
- Gaining increased confidence and motivation
- To teach relevant, practical and applicable change management skills to equip students to proactively engage with change processes in the workplace.
- To introduce contemporary theory and practice in modern change management processes.

Course Outcomes

At the end of the course the students will be able to

CO - 1: Describe in general terms a number of change management theories and how they might apply in practice.

CO - 2: Articulate what change management is and why it is important in the contemporary business environment.

CO - 3: Explain how to effectively manage the human aspects of change such as employee engagement in the change process.

CO - 4: Gain knowledge on the different approaches in change management.

CO-5: Develop skills required to reduce resistance to change.

CO - 6: Apply critical thinking and problem solving skills to the analysis and resolution of Change problems.

CO - 7: Analyze and evaluate problems associated with change.

CO - 8: Manage the stress associated with change.

CO - 9: Monitor the outcomes of change.

CO-10: Handle changes in uncertain times

UNIT I INTRODUCTION & SELF CHANGE 12

Introduction to Change - change dimensions: self-change, team change, organizational change and leading change.- behavioral approach to change – cognitive approach to change – personality and change – managing change in self and in others.

UNIT II TEAM CHANGE 12

Understanding group and Team – types of organizational team – dynamics of team formation – concepts of effectiveness of team– improving team effectiveness – dimensions of team change – leadership issues in team management and change – how individuals affect team dynamics – how to make teams to adapt to organizational change.

UNIT III ORGANIZATIONAL CHANGE 12

How organizations work – Models and approaches to making change at organizational level – metaphor theory of approaches to organizational change – Kotter’s eight step model – restructuring process – mergers and acquisitions – enabling teams to address organizational change – guidelines for leaders on making change.

UNIT IV LEADING CHANGE 12

Visionary leadership – roles that leaders play – leadership styles, qualities and skills – leadership styles to suit the phase of the organization and the change – importance of self-knowledge and inner resources – developing change agents – tools and frameworks for change agent – identifying the right change agent based on competencies.

UNIT V ADVANCED TOPICS 12

Understanding Cultural change – guidelines for achieving cultural change – using IT tools for effective change management – leading change in uncertain times – new organizational forms and ways of working – decision making in uncertain world related to change process – skills and tools for supporting change in uncertainty.

Total – 60 Hours

Text Book:

Tushman, M.L. & Lawrence, P.R., Managing Strategic Innovation & Change. Oxford University Press, USA, New York., 2005.

References:

Esther Cameron & Mike Green, Making Sense of Change, Kogan page, 2012.

Balogun J and Hope H, Exploring Strategic Change, 2nd edition, Prentice hall, 2004.

Huffington C et al, A Manual for Organizational Development, the psychology of change, Karnac Books, London, 2010.

Course Objective:

- The objective of this course is to provide a foundation to prepare students, as future IT Managers on the areas of Data storage technology and management issues for e-business systems

Course Outcomes

At the end of the course the students will be able to

CO - 1: Gain knowledge of the foundations and importance of E-commerce.

CO-2: Analyze the impact of E-commerce on business models and strategy.

CO-3: Describe Internet trading relationships including Business to Consumer, Business-to-Business, Intra-organizational.

CO - 4: Describe the infrastructure for E-commerce.

CO - 5: Conceptualise the knowledge on how to assess electronic payment systems.

CO-6: Possess expertise knowledge on marketing technologies.

CO-7: Acquaint on customer relationship management.

CO-8: Gain knowledge on security issues in e business.

CO-9: Recognize and discuss global E-commerce issues.

CO-10: Describe scenarios for B2B e-commerce.

UNIT I INTRODUCTION TO E- BUSINESS**12**

E-Business an Introduction –Differences between e-commerce & e-business –Types of e-business (B2B,B2C,C2C,B2G)- benefits & limitations of e-commerce – E-business design; Constructing e-business design – Steps involved in e-business design.

Case study: Operational excellence at DELL computer

UNIT II E-MARKETING AND ADVERTISING**12**

Web marketing strategies – communicating with different market segments – E-mail marketing – steps involved in E-marketing plan – E-marketing technologies – building a website – HTML forms – Java – DHTML – XHTML – multimedia – Advertising on the web – banner ads – other web ad formats

Case study: Design a website for a consumer product using HTML, which will attract all age groups and generate a feedback report for your product.

UNIT III ELECTRONIC PAYMENT SYSTEMS**12**

Online payment basics – E-payments and protocols – E-cash – Holding electronic cash: Online and offline cash – advantages and disadvantages of electronic cash – electronic wallets – Microsoft .NET passport – Yahoo wallet – EGML standard – stored value cards – magnetic strip cards – smart cards Case study: Create sample layouts for making online transaction

UNIT IV CRM**12**

Fundamentals of CRM - CRM benefits – building customer relationship – CRM building blocks – CRM metrics – Building a CRM infrastructure – Supporting requirements of the next generation CRM infrastructure e-Publishers, Digital documentation. Case study: Design a website for a leading organization using HTML and CSS and illustrate the features of CRM

UNIT V LEGAL ETHICAL & SECURITY ISSUES IN E- BUSINESS 12

Legal environment of e-commerce – ethical issues – Taxation and e-commerce – Security threats – Intellectual property threat – Cybersquatting – name changing – name stealing – potential exposures – virus, hacking, line tapping, spoofing and sniffing – protecting client computers – protecting the web server.

Total – 60 Hours**Text Books:**

Dave Chaffey, “E.Business and E Commerce Management. S.Strategy, Implementation and Practice”, Prentice Hall, 2013.

References:

Gary P. Schneider , Electronic commerce –, Fourth annual edition, 2011

Judy Strauss, Adel el-Ansary, Raymond Frost E-Marketing, Mcgraw, 2012

Dr. Ravi Kalakota, Robinson, E-Business – Road map for success, 2010

Course Objective:

Governments and the private sector realized that the world is changing and the boundaries are vanishing.

This subject introduce the concept to e-Governance and its various stages along with the basic architecture.

Course Outcomes:

At the end of the course the students will be able to

CO1 - Outline the concept of e-governance and its applications

CO2 - Gain an insight into key practices, applications and issues in e-Governance

CO3 - Compare the different e governance projects and analyze the maturity among models.

CO4 - Enable the knowledge to introduce different concepts for in-house management of e-Governance

CO5 - Correlate the E governance models with other emerging technologies.

CO6 - Discuss the evolution of diverse ownership and governance structures across different economies

CO7 - Capable of designing a basic e governance architecture

CO8 - Coordinate various stages of e governance implementation

CO9 - Apply data analytics for effective governance

CO10 - Enable data security in all layers

UNIT I INTRODUCTION 12

Introduction: Definition, Why e- governance?. G to G , G to C, C to G . G to B and B to G, issues in e-governance applications and digital divide, Evolution of e-governance

UNIT II E- GOVERNANCE MODEL 12

Stages in E-Governance Evolution E-Governance Models Broadcasting! Wider Dissemination model, Critical Flow model Comparative Analysis model, Interactive service odel/Government - to-Citizen to Government Model (G2C2G).

UNIT III EVOLUTION 12

Evolution in E- Governance and Maturity Models E-Governance: strategies for success

UNIT IV ARCHITECTURE**12**

E- Governance infrastructure Data Systems Infrastructure, Legal infrastructural preparedness Institutional infrastructural preparedness, Human infrastructural preparedness,

UNIT V LINKAGE WITH OTHER TECHNOLOGIES**12**

Technological infrastructural preparedness Applications of Data Warehousing and Data Mining in Government

Case studies, especially, on E- Governance in India

Total: 60 Hours**Text Books:**

Pankaj Sharma, E- Governance, APH Publishing Corporation, 2004

References:

E- Governance Concepts and case Studies- C.S.R Prabhu-. Prentice Hall of India

R. P Sinha, E-Governance in India: Issues and Cases, DK Publication, 2006

Danilo Piaggese, Kiristian J. Sund & Walter Castelnova, Global Strategy and practice of E-Governance, IGI Global, 2011

15GMBA41**MARKETING RESEARCH****3 0 0 3****Course Objective:**

The goal of the course is to familiarize students with the fundamentals of Marketing Research. Marketing Research involves developing research questions, collecting data, analyzing it and drawing inferences, with a view to making better business decisions.

To this end the course is organized into two basic parts: (1) Data Collection and Research Design, and (2) Tools and Applications of Market Research. In essence, this is an Applied Statistics course where we focus on inference from Marketing Research data.

Course Outcome:

At the end of the course the students will be able to

CO-1: Explain market research theories and concepts and use this knowledge to design research studies in response to managerial problems.

CO- 2: - Demonstrate the methods, techniques and process of marketing research and Choose and apply appropriate research methods and techniques in each marketing research stage

CO-3: Compare and contrast a range of common market research tools in order to evaluate the most appropriate tool for a unique research question.

- CO-4: Design and implement a research tool in response to a client brief within a team or individually.
- CO-5: Acquaint students with the marketing research process and to train the students to use SPSS effectively and interpret SPSS outputs
- CO-6: Create an opportunity to identify the marketing problems faced by companies and provide solutions that are supported by good marketing research,
- CO-7: Plan sampling procedures and use appropriate sampling methods to select samples
- CO-8: Summarize a market research project and reflect on constructive feedback to improve the summary.
- CO-9: Develop a report that critically analyses market research data and provides a recommendation.
- CO-10: Implement appropriate data analysis techniques and interpret research findings
- CO-11: Design a marketing research report in a well-organized, professional manner and effectively communicate its contents verbally

UNIT I INTRODUCTION 12

Market development research: Cool hunting – socio cultural trends, Demand Estimation research, Test marketing, Segmentation Research - Cluster analysis, Discriminant analysis. Sales forecasting –Objective and subjective methods. Marketing Mix Research: Concept testing, Brand Equity Research, Brand name testing, commercial eye tracking – package designs

UNIT II MARKETING RESEARCH 12

Conjoint analysis, Multidimensional scaling - positioning research, Pricing Research, Shop and retail audits, Advertising Research – Copy Testing, Readership surveys and viewer ship surveys, Ad tracking, viral marketing research. Marketing effectiveness and analytics Research: Customer Satisfaction Measurement, mystery shopping, Market and Sales Analysis

UNIT III RESEARCH DESIGN 12

Exploratory designs – Descriptive designs - Longitudinal and cross-sectional Analysis - Qualitative research techniques – a) Based on questioning: Focus groups, Depth Interviews, Projective techniques. b) Based on observations: ethnography, grounded Theory, participant observation Causal research – Basic experimental designs – internal and external validity of experiments.

UNIT IV METHODS OF DATA COLLECTION 12

Primary data – Questionnaire design - Administration and analysis considerations in design - Attitude measurement – scaling techniques. Observation method of primary data collection. Web

based primary data collection – issues of reach, analysis, accuracy, time and efficiency.
Sampling – sampling methods – sampling and non-sampling errors
– Sample size calculation (Numericals expected) – population and sample size - large and small samples - practical considerations in determining sample size.

UNIT V DATA ANALYSIS

12

Data analysis – Univariate analysis – Bivariate analysis – Multivariate analysis. Simple and cross tabulation, simple and multiple regression, Factor analysis. Hypothesis testing –Types of tests and test selection, one sample test, Two- Independent Sample tests, Two-related sample tests. Chi-square test, tests for large and small samples. (Numerical expected) Report writing – forms of report – fundamentals of a good report.

Total – 60 Hours

Textbooks:

G.C Beri ,Marketing Research, Fifth edition, Tata McGraw-Hill Education,1993

Nargundkar,Marketing Research, Third edition, Tata McGraw-Hill Education,1991

David A. Aaker, Marketing Research, 11th edition, Wiley, 2012

References:

David Luck & Ronald Rubin, Marketing Research, Prentice & Hall of India,1987.

Donald Tull& Del Hawkins, Marketing Research: Management &Method,Macmillan Publishing,1994.

Naresh K. Kinnear & Taylor - Marketing Research, MaGraw Hill,3rd Edition, 2006.

Naresh K. Malhotra - Marketing Research – Pearson Education India, 2001.

Nargundkar - Marketing Research – Tata MaGraw Hill, 2002.

Paul Green, Donald Tull& Gerald Albaum – Research for Marketing Decision, Prentice & Hall of India, 5th Edition, 2004.

15EMBA58 ENTERPRISE RESOURCE PLANNING FOR MANAGEMENT 3 0 0 3

Course objectives:

- Information technology is fundamental to the practice of general management.
- To understand and able to build an understanding of the fundamental concepts of ERP system.
- Business process knowledge has become a prerequisite to conducting sound business using the computer system as a tool to aid decision making.
- To learn ERP architecture, and working of different modules in ERP.
- To understand to develop and design the modules used in ERP systems, and can customize the existing modules of ERP systems.
- Core activities in the systems development process; To learn about BPR concepts.
- Cultivate skills and experience in the development and implementation of ERP projects.

Course Outcomes:

At the end of the course the students will be able to

CO-1: Describe how an integrated information system can support effective and efficient business processes.

CO-2: Comprehend the technical aspects of ERP systems.

CO-3: Describe the modules distinguishing the characteristics of ERP software

CO-4: Align the map business processes using process mapping techniques;

CO-5: Explain the concepts of reengineering and how they relate to ERP system implementation.

CO-6: Align the steps and activities in the ERP life cycle.

CO-7: Identify and describe typical functionality in an ERP system;

CO-8: Calculate the typical functionality in an ERP system.

CO-9: Analyse the factors that led to the development of ERP systems.

CO-10: Implement the ERP implementation packages

UNIT I INTRODUCTION 12

ERP Concepts – Enterprise System – Evolution of ERP – Tangible and Intangible Benefits – Emerging Trends in ERP adoption – ERP Implementation Stages – case Study.

UNIT II PRE – IMPLEMENTATION STAGE 12

Need Analysis – Competitive Environment Analysis – Gap Analysis – Cost Elements – Feasibility Analysis – ERP Modules – ERP Industries verticals – ERP Architecture –ERP

UNIT III PSYCHOLOGICAL TESTING, DIAGNOSIS AND COUNSELING INTERVIEW 12

Test Use in Counseling Situations – Test Interpretation in Counseling – Non-Test Client Appraisal Techniques – Psycho - Diagnosis – Interviewing and its Essentials – Non-Verbal Communication in Interview –Interviewing Techniques – Structuring Counseling Relationship – Relationship Techniques – Sharing of Experience

UNIT IV GROUP COUNSELING AND SPECIAL AREAS IN COUNSELING 12

Structuring Groups – Limitations and Assumptions of Group Counseling – Mechanics of Group Counseling – Importance of Group Counseling – Process of Group Counseling – Similarities and Differences in Individual and Group Counseling – Counseling Families –Counseling with Parents – Counseling Reluctant Clients – Marriage Counseling – Counseling Women – Counseling Weaker Sections – Counseling Drug Addicts – Educational Counseling

UNIT V EVALUATION OF COUNSELING, PROFESSIONAL PREPARATION FOR COUNSELING, TRAINING FOR COUNSELING 12

Problems of Evaluation –Approaches to Evaluation – Criteria for Evaluation – Control of Extraneous Variance – Selection and Training of Counselors – Conception of a Professional Worker – Preparation of Counselors – Trends in Counseling – Models of Counseling – Values in Counseling – Present Status of Counseling

Total – 60 Hours

Text book:

Kavitha Singh, Counseling skills for managers , PHI Learning Pvt. Ltd., 2007

References:

Narayana Rao S, Counseling and GuidanceTata McGraw Hill Publishing Company Ltd 2000

Roy Bailey , Activates for Developing Counseling Skill in Managers 1991

WEB URLs:

www.aipc.net.au

www.relationshipforever.com

www.citehr.com

www.progeon.com

www.indianmba.com

www.naukrihub.com

Course Objective:

- The objective of this course is to introduce a number of macro-level and institutional variables such as capital market legal system, investor's rights and historical evolution of corporate governance.

Course Outcome:

At the end of the course the students will be able to

- CO1 - Outline and discuss the key legal, political and economic features of the major corporate governance systems found around the world
- CO2 - Analyse how corporate governance systems influence performance, including both the performance of individual firms and the allocation of capital within a country
- CO3 - Discuss the evolution of diverse ownership and governance structures across different economies
- CO4 - Evaluate theories of the firm, and explain how they are relevant to the diverse range of ownership structures that exist in reality;
- CO5 - Capable of knowledge on board diversity and competency
- CO6 - Explain why the quality of corporate governance is relevant to capital formation;
- CO7 - Discuss the moral and social responsibility dimensions of corporate governance;
- CO8 - Describe why systematic failure of corporate governance can lead to failure of confidence that could spread from individual firms to entire markets or economies
- CO9 - Enumerate strategies for shareholder protection and transparency
- CO10 - Implement the concept of whistle blowing in organization.

UNIT I INTRODUCTION**12**

What is Corporate Governance?-Need for Corporate Governance in India - Principles of good corporate governance-Rights and fair treatment of shareholders-Interests of other stakeholders-Role and responsibilities of the board-Reliability and ethical behavior -Disclosure and transparency, Board of governance-Corporate governance controls classification-Internal corporate governance controls-External corporate governance controls- Corporate social responsibility (CSR) Features of CSR-Economy and Environmental quality Community-Government Relations-Business Giving -Corporate social responsibility towards different

groups-For Owners/ Shareholders- For Employees-For Customers-For Government-For Society- For Inter business-

UNIT II BUSINESS ETHICS

12

Concepts- Egoism- Utilitarianism- Deontologism- Relativism-Factors Affecting Ethical Decisions-Steps in Ethical Decision-SEBI Committee on Corporate governance-Kumar Mangalam Birla Report- Recommendations- Board of Directors- Composition of the board of directors- Duty of the independent director Chairmen of the board - Audit Committee- Constitution of Audit Committee- Increased Role of Audit Committee -Requirements relating to Audit reports and Audit Qualifications-Disclosure of Accounting Treatment-Whistle Blower Policy-Applicability of the requirements to subsidiary companies-Disclosures -Disclosure of contingent liabilities -CEO/CFO Certificatin-Change in the format for quarterly reporting to the Stock Exchanges -Additional items to be included in the Report on Corporate Governance - Schedule of implementation

UNIT III CORPORATE GOVERNANCE AND THE ROLE OF THE BOARD 12

Size of the Company's Board and its Tenure-Composition of the Board- Independent director- Nominee director-Chairman of the Board-Audit committee-Board of Director-Nomination Committee-Remuneration committee-Audit Committee -Nomination Committee-Remuneration committee-Audit Committee-Types of Directors-Director - Inside director- Outside director-Executive director- Non-executive director-REMUNERATION OF NON-EXECUTIVE DIRECTORS- Who is an Independent Director?- Role of Independent Director-Responsibilities of director- Composition & size of the board-Duties of the Board of Directors- Duty of care-Duty of loyalty-DIRECTORS' RESPONSIBILITY

UNIT IV COMPANY AUDIT

12

Audit Committee-Membership and Organization -Objective-Auditors Independence-Types of Independence-Meeting of Audit Committee-Authority -Responsibilities-Internal ccounting Control-Performance of Independent Accountants-Corporate Compliance-Performance Review- Charter Recommendation-Private Meetings -Audit Committee Report-Complaint Procedures- How to maintain an effective Audit Committee? -Audit Process-Economic Value Addition (EVA)-Usage of EVA-Some specific usages

UNIT V COMPANY'S PHILOSOPHY

12

Corporate governance guidelines-Board composition-Size and composition of the Board-Responsibilities of the Chairman, CEO and the COO-Board definition of independent directors-Lead Independent Director -Board membership criteria -Selection of new directors-Membership term-Retirement policy-Succession planning-Board compensation policy-Memberships in other boards- Board meetings-Regular updates provided to the Board -Discussion with independent directors-Materially significant related party transactions-Board committees-Audit committee-Compensation committee-Nominations committee-Investor grievance committee-Risk management committee-Management review and responsibility-Formal evaluation of officers-Board interaction with clients, employees, institutional investors, the government and the press-Risk managementManagement's discussion and analysis
Case: Infosys corporate governance philosophy is based on the following principles

Total: 60 Hours

Text Books:

- Vasudha Joshi, Corporate Governance: The Indian Scenario, Pearson Education, 2009

References:

- Subramanian Swamy, Corruption and Corporate Governance in India, Har-Anand Publication, 2009
- Sankatha Singh, Corporate Governance Global Concepts and Practices, Excel Books, 2005

15EMBA14

PROJECT MANAGEMENT

3 0 0 3

Course objective:

- The objective of this course is to understand the concept and principles of the Project Management.
- The course is to understand the tools and technique for identification, analysis and implementation of Project Management.

Course Outcomes

At the end of the course the students will be to :

- CO1 Discuss the business case for a project, the scope and constraints involved in a specific opportunity.

- CO2 Utilize the function in a project management environment successfully.
- CO3 Apply the skills immediately to the efficiency of the business operation.
- CO4 Describe a project life cycle and skillfully map each stage in the cycle
- CO5 Identify the resources needed for each stage, including involved stakeholders, tools and supplementary materials
- CO6 Discuss the time needed to successfully complete a project, considering factors such as task dependencies and task lengths
- CO7 Recognize internal stakeholders with information regarding project costs by considering factors such as estimated cost, variances and profits.
- CO8 Employ work as an efficient team member in a project environment with optimal productivity.
- CO9 Assess project management practices to the launch of new programs, initiatives, products, services, and events relative to the needs of stakeholders.
- CO10 Utilize technology tools for communication, collaboration, information management, and decision support.

UNIT I PROJECT MANAGEMENT 12

Introduction – Project Management: An Overview – Types, Characteristics of Projects – Project life cycle – Project Management Process – Project Parameters: Cost, Time, Quality – Scheduling.

UNIT II PROJECT IDENTIFICATION & FORMULATION 12

Identification of investment opportunities – Selection – Project Planning – Project charter – Scope Management – Work Breakdown Structure (WBS)

UNIT III FINANCIAL ANALYSIS & APPRAISAL 12

Financial analysis – cash flows for project appraisal- Investment evaluation using capital budgeting techniques - net present value, profitability index internal rate of return, payback period, accounting rate of return – Cost Management

UNIT IV ANALYSIS 12

Network technique for Project Management – CPM, PERT – Risk Management – Nature of Risk – Types of Risk – Managing Risk – Hazard Identification – Hazard Analysis – Risk Planning and Control – FMEA.

UNIT V IMPLEMENTATION, MONITORING & CONTROL 12

Organization systems for project implementation – Coordination and Control – Project Management Software.

TOTAL : 60 HOURS

Text Books:

- S. Choudry “Project Management”, Tata McGraw Hill, 27th edition, 2006.
- Prasanna Chandra, “Projects – Planning, Analysis, Financing, Implementation and Review”, Tata McGraw Hill, 4th Ed, 1997.
- Narendra Singh, “Project Management and Control”, Himalaya publication, Mumbai, 1998.

References:

- Mike Field and Laurie Keller, “Project Management”, Thompson Business press, 2002
- Gido and Clements, “Successful project management”, 2nd edition; Thompson southwestern, 2003
- John M Nicholas, “Project Management for business and technology”, 2nd edition, Pearson Education Asia, 2001
- Bhavesh M Patel, “Project Management – Strategic financial planning, Evaluation and control”, Vikas publishing house, 2000.

15EMBA03**SIX SIGMA AND LEAN MANAGEMENT****3 0 0 3****Course Objective:**

1. The course is to introduce the fundamental Lean manufacturing and Six Sigma principles and to understand the tools and technique for implementation of Lean manufacturing and Six Sigma.
2. To understand the synergy of Lean manufacturing and Six Sigma.

Course outcome:

CO – 1: To gain knowledge on the concepts of TQM and Six Sigma.

CO – 2: To understand the difference between ISO 9000 and CMM

CO – 3: To measure of variation, defect and opportunity based on six sigma.

CO – 4: To understand the Six Sigma methodologies based on the implementation and tools.

CO – 5: To understand the implementation of SPC tools using Six Sigma methodologies

CO – 6: To understand the DMAIC based on the implementation of tools and techniques.

CO – 7: To understand the principle and wastages of lean.

CO – 8: To design the current and future state mapping of Value Stream Mapping (VSM).

CO – 9: To gain knowledge on the synergy of lean and six sigma for successful implementation

CO – 10: To understand the implementation of tools based on the lean and six sigma

UNIT I	INTRODUCTION & SELF CHANGE	12
Introduction to Quality – Overview and concepts of quality systems: ISO 9000, CMM – TQM vs. Six Sigma		
UNIT II	SIX SIGMA – CONCEPTS	12
Concepts of six sigma – measure of variation – statistical significance and interpretation of six sigma – concept of defects – opportunity for error and Defects per million units calculation – cycle time reduction		
UNIT III	APPLYING SIX SIGMA AT WORK PLACE	12
Define – Measure – Analyze – Improve – Control – SIPOC model – VOC – CTQ – Seven Quality or SPC Tools such as Pareto Analysis, Cause and Effect Diagram, Control Charts etc. – Process Capability Analysis such as C_p , C_{pk} – Design of Experiments (DoE).		
UNIT IV	LEAN PRINCIPLES AND APPLICATIONS	12
Evolution of Just-In-Time and Lean Manufacturing – Principle – Seven wastes – Just-In-Time (JIT) – Kanban or Pull System – Basic tools such as 5S, Kaizen, Value Stream Mapping (VSM).		
UNIT V	ADVANCED TOPICS	12
The Synergy of Six Sigma and Lean – Lean Six Sigma – Principle – Lean Tools in DMAIC – Implementation of Lean Six Sigma methodologies in India and abroad.		

Total – 60 HOURS

Text books:

- Feld, W. M., “Lean Manufacturing Tools, Techniques and How To Use Them”, St. Lucie Press, Florida, 2000.
- Michael L. George, et al., “The Lean Six Sigma Pocket Toolbox: A Quick Reference Guide to Nearly 100 Tools for Improving Process Quality, Speed, and Complexity”, McGraw-Hill, 2005.

References

- Rother, M. and Shook, J., “Learning to see: Value stream mapping to create value and eliminate muda”, The lean enterprises institute Brookline, Massachusetts, USA, 1999.
- Liker, J., "The Toyota Way: 14 Management Principles from the World's Greatest Manufacturer", McGraw-Hill Education, 2004.
- Pyzdek, T. and Keller, P. A., "The Six Sigma Handbook, Fourth Edition", McGraw-Hill Professional, 2014.
- George, M. L., Rowlands, D. and KastleB., "What is Lean Six Sigma 1st Edition", McGraw-Hill Education, 2003.

Course Objective:

- The objective of the course is to bring about personality development with regard to the different behavioural dimensions that have far reaching significance in the direction of organizational effectiveness.
- To enhance the overall development of the students.
- To understand the concept of success and failures and its implications on organizational function.
- To improve interpersonal skills and be an effective team player.

Course Outcome

CO1: To discuss the concept SWOT and its outcome.

CO2: To explain the communication skills and the self confidence.

CO3: To revise the concept of self esteem with examples

CO4: To compare the concept of success and failure and its causes

CO5: To discuss the concept of motivation and also various factors leading to motivation and demotivation,

CO6: To discuss leadership skills and also to know various types of leadership.

CO7: To explain the concept of Team building and the problem solving techniques

CO8: To analyze the time management skills and various techniques to handle

UNIT I**INTRODUCTION****12**

Introduction to Personality and working towards developing it – Definition and Basics of Personality – Analyzing Strengths and Weakness – Increasing Vocabulary – Body Language – Preparation for Self-Introduction – Communication Skills – Building Self Esteem and Self Confidence

UNIT II**TEAMS****12**

Term self-esteem - Symptoms - Advantages - Do's and Don'ts to develop positive self-esteem – Low self-esteem - Symptoms - Personality having low self-esteem - Positive and negative self-esteem. The concept of success and failure. What is success? - Hurdles in achieving success - Overcoming hurdles - Factors responsible for success – What is failure - Causes of failure - Do's and Don'ts regarding success and failure.

UNIT III ATTITUDE**12**

Attitude - Concept - Significance - Factors affecting attitudes - Positive attitude - Advantages - Negative attitude - Disadvantages - Ways to develop positive attitude - Difference between personalities having positive and negative attitude. Concept of motivation - Significance - Internal and external motives - Importance of self-motivation - Factors leading to demotivation

UNIT IV LEADERSHIP**12**

Introduction to Leadership, Leadership Power, Leadership Styles, Leadership in Administration. Group Dynamics Importance of groups in organization, and Team Interactions in group, Group Building Decision Taking, Team Building, Interaction with the Team, How to build a good team?

UNIT V TECHNIQUES**12**

Group Discussion - Resume Writing- Telephone, E-mail and Public Relations Office's Etiquettes - Telephone conversation - Time Management Styles- Techniques for better Time Management.

Total – 60 HOURS**Text Books:**

- K.S.Antonymsamy, Soft Skills and Personality Development – A hand book of Employability skills, nichole, 2012

References:

- Paul C. Nutt, Why Decisions Fail, BerrettKochler Publishers, Inc. San Francisco, 2002.
- Kenneth G. Mcgee, Heads Up : How to Anticipate Business Surprises & Seize Opportunities First, Harvard Business School Press, Boston, Massachusetts, 2004.
- James G. March, Primer on Decision Making, Simon & Schuster Inc., New York, 1994.
- Indrajit Bhattacharya, An Approach to Communication Skills, Dhanpat RaiDelhi, 2008.