


	<b>VIVEKANANDHA COLLEGE OF ENGINEERING FOR WOMEN</b> (Autonomous Institution Affiliated to Anna University Chennai) Elayampalayam, Tiruchengode – 637 205				
Programme	<b>M.B.A.</b>	Programme code	<b>313</b>	Regulation	<b>2014</b>
Department	<b>MASTER OF BUSINESS ADMINISTRATION</b>			Semester	<b>I</b>
<b>CURRICULUM</b> (For the candidates admitted from the academic year 2014-15 onwards)					

Course Code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ESE	Total
<b>THEORY</b>								
P14BA101	Management Principles	3	0	0	3	50	50	100
P14BA102	Organizational Behaviour	3	0	0	3	50	50	100
P14BA103	Accounting for Management	3	1	0	4	50	50	100
P14BA104	Statistics for Management	3	1	0	4	50	50	100
P14BA105	Economic Analysis for Business	3	0	0	3	50	50	100
P14BA106	Legal Aspects of Business	3	0	0	3	50	50	100
P14BA107	Total Quality Management	3	0	0	3	50	50	100
<b>PRACTICAL</b>								
P14BA108	Executive Communication-Practical	0	0	4	2	50	50	100
<b>Total</b>		<b>21</b>	<b>2</b>	<b>4</b>	<b>25</b>	<b>400</b>	<b>400</b>	<b>800</b>

CA - Continuous Assessment, ESE - End Semester Examination

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Department	<b>MASTER OF BUSINESS ADMINISTRATION</b>		Semester	<b>II</b>	
<b>CURRICULUM</b> (For the candidates admitted from the academic year 2014-15 onwards)					



Course Code	Course Name	Periods / Week			Credit C	Maximum Marks		
		L	T	P		CA	ESE	Total
<b>THEORY</b>								
P14BA209	Production Management	3	0	0	3	50	50	100
P14BA210	Financial Management	3	1	0	4	50	50	100
P14BA211	Marketing Management	3	0	0	3	50	50	100
P14BA212	Human Resource Management	3	0	0	3	50	50	100
P14BA213	Management Information System	3	0	0	3	50	50	100
P14BA214	Operations Research for Management	3	1	0	4	50	50	100
P14BA215	Business Research Methods	3	0	0	3	50	50	100
<b>PRACTICAL</b>								
P14BA216	Data Analysis and Business Modeling	0	0	4	2	50	50	100
<b>Total</b>		<b>21</b>	<b>2</b>	<b>4</b>	<b>25</b>	<b>400</b>	<b>400</b>	<b>800</b>

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#### INTERNSHIP TRAINING (4 WEEKS)



The training report along with the company certificate should be submitted within two weeks from the reopening date of 3rd semester. The training report should be around 40 pages containing the details of training undergone, the departments wherein she was trained with duration (chronological diary), along with the type of managerial skills developed during the training.

The training report should be sent to the Controller of Examinations by the HOD through the Principal, before the last working day of the 3rd Semester.

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Department	<b>MASTER OF BUSINESS ADMINISTRATION</b>			Semester	<b>III</b>
<b>CURRICULUM</b> (For the candidates admitted from the academic year 2014-15 onwards)					

Course Code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ESE	Total
<b>THEORY</b>								
P14BA317	Strategic Management	3	0	0	3	50	50	100
P14BA318	International Business Management	3	0	0	3	50	50	100
E1	Elective I	3	0	0	3	50	50	100
E2	Elective II	3	0	0	3	50	50	100
E3	Elective III	3	0	0	3	50	50	100
E4	Elective IV	3	0	0	3	50	50	100
E5	Elective V	3	0	0	3	50	50	100
E6	Elective VI	3	0	0	3	50	50	100
<b>PRACTICAL</b>								
P14BA319	Professional Skill Development	0	0	4	2	50	50	100
P14BA320	Internship Training	0	0	4	2	50	50	100
<b>Total Credit</b>		<b>24</b>	<b>0</b>	<b>8</b>	<b>28</b>	<b>500</b>	<b>500</b>	<b>1000</b>

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Programme	<b>M.B.A.</b>	Programme code	<b>313</b>	Regulation	<b>2014</b>
Department	<b>MASTER OF BUSINESS ADMINISTRATION</b>			Semester	<b>IV</b>
<b>CURRICULUM</b> (For the candidates admitted from the academic year 2014-15 onwards)					

Course Code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P		C	CA	ESE
<b>THEORY</b>								
P14BA421	Innovation, Creativity & Entrepreneurship	3	0	0	3	50	50	100
P14BA422	Enterprise Resource Planning	3	0	0	3	50	50	100
<b>PRACTICAL</b>								
P14BA423	Project Work	0	0	24	12	50	50	100
<b>Total Credit</b>		<b>6</b>	<b>0</b>	<b>24</b>	<b>18</b>	<b>150</b>	<b>150</b>	<b>300</b>

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**Note:** Three electives (from any two areas) among the 5 areas of specialization are to be chosen by the Student.



**Cumulative Course credits = 96**

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Department	<b>MASTER OF BUSINESS ADMINISTRATION</b>		Semester	<b>I</b>	

Course code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ESE	Total
<b>P14BA101</b>	<b>Management principles</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>50</b>	<b>50</b>	<b>100</b>

<b>Objective</b>	To expose the students to the basic concepts of management and in understanding the complexity and wide variety of issues managers face in today's business firms.							
<b>Unit – I</b>	<b>MANAGEMENT</b>					Periods	<b>9</b>	
Nature, Scope and Significance of Management, Evolution and Development of Management Thought. Process and Functions of Management-POSDCORB; Levels of management Managerial Roles, Managerial Skills and Activities, Contemporary issues and challenges in management, Global Management.								
<b>Unit – II</b>	<b>PLANNING</b>					Periods	<b>9</b>	
Objectives and Significance of Planning-Elements and Steps in Planning- Types of planning-Limitations - Environmental scanning - SWOT and PEST analysis- Vision, Mission, Objectives of an organization. Planning premises: Strategic planning; Tactical planning and Operational planning.								
<b>Unit – III</b>	<b>ORGANIZING</b>					Periods	<b>9</b>	
Organization Design Models: Bureaucratic and Behavioural; Principles of organizing- Elements and process of organizing; Grouping of activities: Departmentalization; Line and staff authority -Distribution of authority; Delegation- centralization and decentralization- Empowerment -Organization chart								
<b>Unit – IV</b>	<b>DIRECTION AND COORDINATION</b>					Periods	<b>9</b>	
Principles and elements of direction: Order, Instruction, Supervision, Motivation, Communication. Significance of Coordination in organizations; coordination versus cooperation- Barriers in coordination- Ways to achieve effective coordination: through teamwork and through communication								
<b>Unit – V</b>	<b>CONTROLLING</b>					Periods	<b>9</b>	
Controlling: Meaning, Features and characteristics -Dimensions of control-Types of control-Process of control - Limitations-Requirements for effective control-Methods of control in dynamic world.								
						<b>Total Periods</b>	<b>45</b>	



<b>SUGGESTED TEXTS AND REFERENCE MATERIALS</b>	
1.	Koontz & Weirich, Essentials of Management, Tata McGraw Hill Publishing Company, New Delhi. 2009
2.	Robbins.S.P., Fundamentals of Management, Pearson Education. 2010
3.	Joseph L Massie “Essentials of Management” Prentice Hall of India, Fourth Edition.2008
4.	VSP Rao, V Hari Krishna – Management: Text and Cases, Excel Books, 1 <sup>st</sup> Edition.2010
5.	Tripathy PC and Reddy Pn, ”Principles of Management “, Tata McGraw-Hill.2010

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Department	<b>MASTER OF BUSINESS ADMINISTRATION</b>		Semester	<b>I</b>	

Course code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ESE	Total
<b>P14BA102</b>	<b>Organizational Behaviour</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>50</b>	<b>50</b>	<b>100</b>

<b>Objectives</b>	To provide an overview of theories and practices in organizational behavior in individual, group and organizational level.								
<b>Unit – I</b>	<b>BASIC UNDERSTANDING OF THE CONTEXT OF OB</b>	Periods	<b>5</b>						
Definition, need and importance of organizational behaviour – Nature and scope, Hawthorne Experiment – Frame work Various Disciplines contributing to OB –Organizational behaviour models-Workforce diversity.									
<b>Unit – II</b>	<b>UNDERSTANDING DYNAMICS OF INDIVIDUAL BEHAVIOUR</b>	Periods	<b>12</b>						
Personality – types – Factors influencing personality – Theories – Learning – Types of learners – The learning process – Learning theories – Misbehavior – Types - Emotional Intelligence – Theories. Attitudes – Characteristics – Components – Formation – Measurement- Values. Perception – Importance – Factors influencing perception – Interpersonal perception.									
<b>Unit – III</b>	<b>UNDERSTANDING DYNAMICS OF GROUP BEHAVIOUR</b>	Periods	<b>10</b>						
Organization structure – Formation – Groups in organizations – Influence – Group dynamics –Group decision making techniques – Team building - Interpersonal relations – Communication – Control. Job satisfaction – Determinants – Measurements – Influence on behavior									
<b>Unit – IV</b>	<b>UNDERSTANDING ORGANIZATIONAL DYNAMICS OF BEHAVIOUR</b>	Periods	<b>10</b>						
Organizational climate – Factors affecting organizational climate – Importance. Organizational change – Importance–types- change process – Resistance to change – Managing change. Sources of power – Power centers – Power and Politics.									
<b>Unit – V</b>	<b>USING LEADERSHIP FOR MANAGING CHANGE TOWARDS ORGANIZATIONAL EFFECTIVENESS</b>	Periods	<b>8</b>						
Meaning – importance – leadership styles – theories – leaders Vs managers. Stress – Work Stressors – Prevention and Management of stress – Balancing work and Life. Organizational development – Characteristics – objectives –.Interventions - Organizational effectiveness									
							<b>Total Periods</b>	<b>45</b>	



<b>SUGGESTED TEXTS AND REFERENCE MATERIALS</b>	
1.	Stephen P. Robins, Organisational Behavior, PHI Learning, 11 <sup>th</sup> edition, 2008.
2.	Fred Luthans, Organisational Behavior, McGraw Hill, 11 <sup>th</sup> Edition, 2009.
3.	Chermerhorn, Hunt and Osborn, Organisational behavior, John Wiley, 9 <sup>th</sup> Edition, 2008.
4.	UdaiPareek, Understanding Organisational Behaviour, 2 <sup>nd</sup> Edition, Oxford Higher Education
5.	Mc Shane & Von Glinov, Organisational Behaviour, 4 <sup>th</sup> Edition, Tata McGraw Hill, 2010

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Course code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ESE	Total
<b>P14BA103</b>	<b>Accounting for Management</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>	<b>50</b>	<b>50</b>	<b>100</b>

<b>Objectives</b>	Acquire a reasonable knowledge in accounts and to analysis and evaluate financial statements.							
<b>Unit – I</b>	<b>FINANCIAL ACCOUNTING</b>					Periods	<b>12</b>	
Introduction to Financial, Cost and Management Accounting- Generally accepted accounting principles, Conventions and Concepts-preparation of Final – Journal, Ledger, Trial Balance, Profit and Loss account, Balance sheet - Introduction to inflation accounting- Introduction to human resources accounting.								
<b>Unit – II</b>	<b>ANALYSIS OF FINANCIAL STATEMENTS</b>					Periods	<b>12</b>	
Analysis of financial statements – Financial ratio analysis, Comparative and Common size Statements, cash flow and funds flow statement analysis. Financial Reporting.								
<b>Unit – III</b>	<b>COST ACCOUNTING</b>					Periods	<b>12</b>	
Cost Accounting - Meaning - Distinction between Financial Accounting and Cost Accounting - Cost Terminology: Cost, Cost Centre, Cost Unit - Elements of Cost – Cost Sheet - Problems. Budget, Budgeting, and Budgeting Control - Types of Budgets - Preparation of Master budget and Cash Budget , Flexible and Fixed Budgets, - Problems -Zero Base Budgeting.								
<b>Unit – IV</b>	<b>MARGINAL COSTING</b>					Periods	<b>12</b>	
Marginal Costing - Definition - distinction between marginal costing and absorption costing - Break - even point Analysis - Contribution, P/V Ratio, Margin of Safety – Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision-Problems								
<b>Unit – V</b>	<b>ACCOUNTING IN COMPUTERISED ENVIRONMENT</b>					Periods	<b>12</b>	
Significance of Computerized Accounting System- Codification and Grouping of Accounts- Maintaining the hierarchy of ledgers- Prepackaged Accounting software - Report Preparation.								
						<b>Total Periods</b>	<b>60</b>	

<b>SUGGESTED TEXTS AND REFERENCE MATERIALS</b>	
1.	M.Y.Khan&P.K.Jain, Management Accounting, Tata McGraw Hill, 2009.
2.	R.Narayanaswamy, Financial Accounting -A managerial perspective, PHI Learning, New Delhi, 2008
3.	Jan Williams, Financial and Managerial Accounting – The basis for business Decisions, 14 <sup>th</sup> edition, Tata McGraw Hill Publishers, 2009.
4.	Horngren, Surdem, Stratton, Burgstahler, Schatzberg, Introduction to Management Accounting, PHI Learning, 2010.
5.	Stice&Stice, Financial Accounting Reporting and Analysis, 7 <sup>th</sup> edition, Cengage Learning, 2008



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Course code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ESE	Total
<b>P14BA104</b>	<b>Statistics For Management</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>	<b>50</b>	<b>50</b>	<b>100</b>

<b>Objectives</b>	To learn the applications of statistics in business decision making.							
<b>Unit – I</b>	<b>INTRODUCTION TO STATISTICS</b>					Periods	<b>12</b>	
Importance of statistics in Business Management domain. Arranging data to convey meaning - Tables, Graphs and Frequency Distribution Measures of Central Tendency – Arithmetic Mean, Median, Mode. Measures of Dispersion – Range, Quartile, Mean Deviation, Standard Deviation, Coefficient of Variation.								
<b>Unit – II</b>	<b>SAMPLING DISTRIBUTION AND ESTIMATION</b>					Periods	<b>12</b>	
Introduction to sampling distributions, mean and proportion, application of central limit theorem, sampling techniques. Estimation: Point and Interval estimates for population parameters of large sample and small samples, determining the sample size.								
<b>Unit – III</b>	<b>TESTING OF HYPOTHESIS</b>					Periods	<b>12</b>	
Hypothesis testing: Types and Steps - one sample and two sample tests for means and proportions of large samples (z-test), one sample and two sample tests for means of small samples (t-test), F-test for two sample standard deviations. ANOVA one and two way.								
<b>Unit – IV</b>	<b>NON-PARAMETRIC METHODS</b>					Periods	<b>12</b>	
Chi-square test for single sample. Chi-square tests for independence of attributes and goodness of fit. Sign test for paired data. Rank sum test. Mann – Whitney U test and Kruskal Wallis test. One sample run test, Spearman's rank correlation test.								
<b>Unit – V</b>	<b>CORRELATION AND REGRESSION ANALYSIS</b>					Periods	<b>12</b>	
Introduction-Concepts of Correlation–Types of correlation-Karl Pearson's coefficient of correlation, correlation coefficient of bivariate frequency distribution, rank correlation. Regression – regression coefficient and regression lines.								
						<b>Total Periods</b>	<b>60</b>	

<b>SUGGESTED TEXTS AND REFERENCE MATERIALS</b>	
1.	Levin R.I. and Rubin D.S., Statistics for Management, 7 <sup>th</sup> edition, PHI, New Delhi, 2009.
2.	Srivatsava TN, ShailajaRego, Statistics for Management, Tata McGraw Hill, 2008
3.	Anand Sharma, Statistics for Management, Himalaya Publishing House, Second Revised edition, 2008.
4.	Anderson D.R., Sweeney D.J. and Williams T.A., Statistics for business and economics, 8 <sup>th</sup> edition, Thomson (South – Western) Asia, Singapore, 2002
5.	Aczel A.D. and Sounderpandian J., Complete Business Statistics, 8 <sup>th</sup> edt., Tata McGraw – Hill, 2009.





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Course code	Course Name	Periods / Week			Credit	Maximum Marks		
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<b>P14BA105</b>	<b>Economic Analysis for Business</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>50</b>	<b>50</b>	<b>100</b>

<b>Objectives</b>	To introduce the concepts of scarcity and efficiency; To explain principles of micro economics relevant to managing an organization; To describe principles of macro economics to have the understanding of economic environment of business..						
<b>Unit – I</b>	<b>INTRODUCTION TO ECONOMICS</b>					Periods	<b>12</b>
Meaning, Definition, Functions (Decision making and Forward Planning), Nature and scope of Managerial Economics – Fundamental concepts used in Managerial Economics - Objectives of business firms – Roles and Responsibilities of Managerial Economist							
<b>Unit – II</b>	<b>DEMAND ANALYSIS AND CONSUMER BEHAVIOR</b>					Periods	<b>12</b>
Meaning, Definitions, Law of demand, Determinants and types of Demand — Elasticity of Demand – Methods of Demand Forecasting – Theory of Consumer Behavior: Law of Diminishing marginal utility – Law of Equilibrium – Marginal utility – Indifference curve Analysis							
<b>Unit – III</b>	<b>PRODUCTION FUNCTION AND COST ANALYSIS</b>					Periods	<b>12</b>
The Cobb-Douglas production function– Iso-quants – Return to Scale – Expansion Path – Cost Analysis: Cost concepts – Classification and Determinations – Cost Output Relationship – Break Even Analysis – Revenue and Revenue curves							
<b>Unit – IV</b>	<b>TYPES OF MARKET</b>					Periods	<b>12</b>
Price and output determinations under different markets – Different market Structures: Perfect Competition – Monopoly – Monopolistic Competition – Oligopoly – Pricing Policy and practices: Pricing Objectives – Pricing Methods – Pricing problems							
<b>Unit – V</b>	<b>NATIONAL INCOME</b>					Periods	<b>12</b>
Definition, Concepts of National Income, Methods of Calculating national Income Business Cycle: Phases of Business Cycle, Causes of Business Cycle, Inflation: Types, Causes, Effects, Balance of Trade and Balance of Payment.							
						<b>Total Periods</b>	<b>60</b>



<b>SUGGESTED TEXTS AND REFERENCE MATERIALS</b>	
1.	V G Mankar, Business Economics, MacMillan India Ltd, Chennai, 2007
2.	GS Gupta, Managerial Economics, Tata McGraw Hill, Delhi, 2010
3.	P.L. Mehta, Managerial Economics – Analysis, Problems and Cases, Sultan Chand Sons, New Delhi, 2008
4.	Paul A. Samuelson and William D. Nordhaus, Economics, 18 <sup>th</sup> edition, Tata McGraw Hill, 2009.
5.	William Boyes and Michael Melvin, Textbook of economics, Biztantra, 2008.

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Course code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ESE	Total
<b>P14BA106</b>	<b>Legal Aspects of Business</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>50</b>	<b>50</b>	<b>100</b>

<b>Objectives</b>	To create the knowledge of Legal perspective and its practices to improve the business.							
<b>Unit – I</b>	<b>THE INDIAN CONTRACT ACT 1872</b>					Periods	<b>15</b>	
Definition of contract, Formation of a contract, Essential of a valid contract, Void Agreements, performance of contracts, breach of contract and its remedies, Quasi contracts.								
<b>THE SALE OF GOODS ACT 1930</b>								
Sales contract, Transfer of title and risk of loss, Guarantees and Warranties in sales contract, performance of sales contracts, conditional sales and rights of an unpaid seller								
<b>Unit – II</b>	<b>NEGOTIABLE INSTRUMENTS ACT 1881</b>					Periods	<b>10</b>	
Nature and requisites of negotiable instruments. Transfer of negotiable instruments and liability of parties, enforcement of secondary liability, holder in due course, special rules for Cheque and drafts, discharge of negotiable instruments.								
<b>AGENCY</b>								
Nature of agency – Creation of agency, types of agents, Agent's authority and liability of principal and third party: Rights and duties of principal, agents and Third party, termination of agency.								
<b>Unit – III</b>	<b>COMPANY LAW AND INDUSTRIAL LAW</b>					Periods	<b>8</b>	
Major principles – Nature and types of companies, Formation, Memorandum and Articles of Association, Prospectus, Power, duties and liabilities of Directors, winding up of companies. An Overview of Factories Act, Industrial Disputes Act.								
<b>Unit – IV</b>	<b>INCOME TAX ACT AND SALES TAX ACT</b>					Periods	<b>5</b>	
Income Tax, Corporate Tax Planning, Overview of central Sales Tax Act 1956 – Definitions, Scope, Incidence of CST, Practical issues of CST, Value Added Tax – Concepts, Scope and Methods.								
<b>Unit – V</b>	<b>CONSUMER PROTECTION ACT AND INTRODUCTION OF CYBER LAWS</b>					Periods	<b>7</b>	
Consumer Protection Act – Consumer rights, Procedures for Consumer grievances redressal, Types of consumer Redressal Machineries and Forums, Cyber crimes, Cyber Laws, Introduction of IPR – Copy rights, Trade marks, Patent Act.								
						<b>Total Periods</b>	<b>60</b>	



<b>SUGGESTED TEXTS AND REFERENCE MATERIALS</b>	
1.	N. D. Kapoor, Elements of mercantile Law, Sultan Chand and Company, India, 2009.
2.	P. K. Goel, Business Law for Managers, Bizentra Publishers, India, 2008
3.	P. P. S. Gogna, Mercantile Law, S. Chand & Co. Ltd., India, Fourth Edition, 2008
4.	Dr. Vinod, K. Singhanian, Direct Taxes Planning and Management, 2008.
5.	AkhilshwarPathack, Legal Aspects of Business, 4th Edition, Tata McGraw Hill, 2007.

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		L	T	P	C	CA	ESE	Total
<b>P14BA107</b>	<b>Total Quality Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>50</b>	<b>50</b>	<b>100</b>

<b>Objectives</b>	To learn the quality philosophies and tools in the managerial perspective							
<b>Unit – I</b>	<b>INTRODUCTION</b>						Periods	<b>9</b>
Quality – vision, mission and policy statements. Customer Focus – customer perception of quality, Translating needs into requirements, customer retention. Dimensions of product and service quality. Cost of quality.								
<b>Unit – II</b>	<b>PRINCIPLES AND PHILOSOPHIES OF QUALITY MANAGEMENT</b>						Periods	<b>9</b>
Overview of the contributions of Deming, Juran Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Taguchi techniques – introduction, loss function, parameter and tolerance design, signal to noise ratio. Concepts of Quality circle, Japanese 5S principles and 8D methodology.								
<b>Unit – III</b>	<b>STATISTICAL PROCESS CONTROL</b>						Periods	<b>9</b>
Meaning and significance of statistical process control (SPC) – construction of control charts for variables and attributed. Process capability – meaning, significance and measurement – Six sigma - concepts of process capability. Reliability concepts – definitions, reliability in series and parallel, product life characteristics curve. Total productive maintenance (TMP), Terotechnology.								
<b>Unit – IV</b>	<b>TOOLS AND TECHNIQUES FOR QUALITY MANAGEMENT</b>						Periods	<b>9</b>
Quality functions development (QFD) – Benefits, Voice of customer, information organization, House of quality (HOQ), building a HOQ, QFD process. Failure mode effect analysis (FMEA) – requirements of reliability, failure rate, FMEA stages, design, process and documentation. Seven Tools (old & new).								
<b>Unit – V</b>	<b>QUALITY SYSTEMS ORGANIZING AND IMPLEMENTATION</b>						Periods	<b>9</b>
Introduction to IS/ISO 9004:2000 – quality management systems – guidelines for performance improvements. Quality Audits. TQM culture, Leadership – quality council, employee involvement, motivation, empowerment, recognition and reward - TQM framework, benefits, awareness and obstacles.								
<b>Total Periods</b>								<b>45</b>



<b>SUGGESTED TEXTS AND REFERENCE MATERIALS</b>	
1.	Dale H. Besterfield, Carol Besterfield – Michna, Glen H. Besterfield, Mary Besterfield – Sacre, Hermant – Urdhwareshe, Rashmi Urdhwareshe, Total Quality Management, Revised Third edition, Pearson Education, 2011
2.	Shridhara Bhat K, Total Quality Management – Text and Cases, Himalaya Publishing House, First Edition 2002
3.	Douglas C. Montgomery, Introduction to Statistical Quality Control, Wiley Student Edition, 4 <sup>th</sup> Edition, Wiley India Pvt Limited, 2008.
4.	James R. Evans and William M. Lindsay, The Management and Control of Quality, Sixth Edition, Thomson, 2005

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Department	<b>MASTER OF BUSINESS ADMINISTRATION</b>		Semester	<b>I</b>	

Course code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ESE	Total
<b>P14BA108</b>	<b>Executive Communication</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>2</b>	<b>50</b>	<b>50</b>	<b>100</b>

<b>Objectives</b>	To familiarize learners with the mechanics of writing. And to enable learners to write in English precisely and effectively							
<b>Unit – I</b>	<b>FUNDAMENTALS OF COMMUNICATION</b>					Periods	<b>9</b>	
Meaning & Nature – Objectives – functions – Principles of communication, 7 C's of effective communication -stages in communication cycle, Barriers to communication, Evaluation of communication effectiveness								
<b>Unit – II</b>	<b>ORAL AND WRITTEN COMMUNICATION</b>					Periods	<b>9</b>	
Oral Communication – principles of successful oral communication – Listening - types and barriers to listening ,Participating in discussions, debates - and conferences -Presentation skills Written Communication: Rules of good writing, layout and types of a business letter.								
<b>Unit – III</b>	<b>VERBAL COMMUNICATION AND NONVERBAL COMMUNICATION</b>					Periods	<b>9</b>	
Verbal Communication - principles of oral presentation - Qualities and profile of a good speaker – drafting speech practicing delivery of the presentation. Non-Verbal Communication - Definition- classification non verbal communication. Kinesics- Proxemics -Time Language-Paralanguage-Physical context								
<b>Unit – IV</b>	<b>EMPLOYMENT COMMUNICATION</b>					Periods	<b>9</b>	
Introduction – writing CVs – Group discussions – interview skills, Impact of Technological Advancement on Business Communication ,Communication networks – Intranet – Internet – e mails – SMS – teleconferencing – videoconferencing.								
<b>Unit – V</b>	<b>CASE METHOD OF LEARNING</b>					Periods	<b>9</b>	
Understanding the case method of learning – different types of cases – overcoming the difficulties of the case method – reading a case properly (previewing, skimming, reading, Scanning) –case analysis approaches (systems, behavioral, decision, strategy) – analyzing the case – do's and don'ts for case preparation								
						<b>Total Periods</b>	<b>45</b>	



<b>SUGGESTED TEXTS AND REFERENCE MATERIALS</b>	
1.	Rajendra Pal and Koralahalli. J.S, “Essentials of Business communication”, Sultan Chand & Sons, New Delhi. 2009
2.	Raymond.V.Lesikar, John. D. Petit Jr.,“Business Communication: Theory and Application” Sixth Edition, Irwin Inc
3.	Gerson, Sharan J., and Steven M Gerson, Technical Writing: Process and Product. Pearson Education, New Delhi, 2008
4.	Murphy, Herta, Herbert W Hildebrandt, and Jane P Thomas, Effective Business Communication. 7th ed. Tata McGraw-Hill, New Delhi.
5.	Bovee, Courtland and John V Thill, Business Communication Today, 8th ed. Pearson Education, New Delhi, 2008.

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Department	<b>MASTER OF BUSINESS ADMINISTRATION</b>		Semester	<b>II</b>	

Course code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ESE	Total
<b>P14BA209</b>	<b>Production Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>50</b>	<b>50</b>	<b>100</b>

<b>Objectives</b>	To provide a broad introduction to the field of operations management and explain the concepts, strategies, tools and techniques for managing the transformation process that can lead to competitive advantage						
<b>Unit – I</b>	<b>INTRODUCTION TO OPERATIONS MANAGEMENT</b>	Periods	<b>9</b>				
Operations Management – Nature, Importance, historical development, transformation processes, differences between services and goods, a system perspective, functions, challenges, current priorities, recent trends; Operations Strategy – Strategic fit, framework; Supply Chain Management							
<b>Unit – II</b>	<b>FORECASTING, CAPACITY AND FACILITY DESIGN</b>	Periods	<b>9</b>				
Demand Forecasting – Need, Types, Objectives and Steps. Overview of Qualitative and Quantitative methods. Capacity Planning – Long range, Types, Developing capacity alternatives. Overview of sales and operations planning. Overview of MRP, MRP II and ERP. Facility Location – Theories, Steps in Selection, Location Models. Facility Layout – Principles, Types, Planning tools and techniques.							
<b>Unit – III</b>	<b>DESIGN OF PRODUCT, PROCESS AND WORK SYSTEMS</b>	Periods	<b>9</b>				
Product Design – Influencing factors, Approaches, Legal, Ethical and Environmental issues. Process – Planning, Selection, Strategy, Major Decisions. Work Study – Objectives, Procedure. Method Study and Motion Study. Work Measurement and Productivity – Measuring Productivity and Methods to improve productivity.							
<b>Unit – IV</b>	<b>MATERIALS MANAGEMENT</b>	Periods	<b>9</b>				
Materials Management – Objectives, Planning, Budgeting and Control. Purchasing – Objectives, Functions, Policies, Vendor rating and Value Analysis. Stores Management – Nature, Layout, Classification and Coding. Inventory – Objectives, Costs and control techniques. Overview of JIT.							
<b>Unit – V</b>	<b>SCHEDULING AND PROJECT MANAGEMENT</b>	Periods	<b>9</b>				
Project Management – Scheduling Techniques, PERT, CPM; Scheduling - work centers – nature, importance; Priority rules and techniques, shop floor control; Flow shop scheduling – Johnson’s Algorithm – Gantt charts; personnel scheduling in services.							
						<b>Total Periods</b>	<b>45</b>



<b>SUGGESTED TEXTS AND REFERENCE MATERIALS</b>	
1.	Richard B. Chase, Ravi Shankar, F. Robert Jacobs, Nicholas J. Aquilano, Operations and Supply Management, Tata McGraw Hill, 12th Edition, 2010.
2.	Norman Gaither and Gregory Frazier, Operations Management, South Western Cengage Learning, 2002.
3.	William J Stevenson, Operations Management, Tata McGraw Hill, 9th Edition, 2009.
4.	Russel and Taylor, Operations Management, Wiley, Fifth Edition, 2006.
5.	Aswathappa K and Shridhara Bhat K, Production and Operations Management, Himalaya Publishing House, Revised Second Edition, 2008.

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Department	<b>MASTER OF BUSINESS ADMINISTRATION</b>		Semester	<b>II</b>	

Course code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ESE	Total
<b>P14BA210</b>	<b>Financial Management</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>	<b>50</b>	<b>50</b>	<b>100</b>

<b>Objectives</b>	To understand the operational nuances of a Finance Manager and comprehend the technique of making decisions related to finance function							
<b>Unit – I</b>	<b>FOUNDATIONS OF FINANCE</b>					Periods	<b>9</b>	
Financial management – An overview- Time value of money- Introduction to the concept of risk and return of a single asset and of a portfolio- Valuation of bonds and shares-Option valuation.								
<b>Unit – II</b>	<b>INVESTMENT DECISIONS</b>					Periods	<b>9</b>	
Capital Budgeting: Principles and techniques - Nature of capital budgeting- Identifying relevant cash flows - Evaluation Techniques: Payback, Accounting rate of return, Net Present Value, Internal Rate of Return, Profitability Index - Project selection under capital rationing - Inflation and capital budgeting - Concept and measurement of cost of capital - Specific cost and overall cost of capital								
<b>Unit – III</b>	<b>FINANCING AND DIVIDEND DECISION</b>					Periods	<b>9</b>	
Financial and operating leverage - capital structure -designing capital structure. Dividend policy - Aspects of dividend policy - practical consideration - forms of dividend policy - forms of dividends - share splits.								
<b>Unit – IV</b>	<b>WORKING CAPITAL MANAGEMENT</b>					Periods	<b>9</b>	
Principles of working capital: Concepts, Needs, Determinants, issues and estimation of working capital - Accounts Receivables Management and factoring - Cash management - Working capital finance: Trade credit, Bank finance and Commercial paper.								
<b>Unit – V</b>	<b>LONG TERM SOURCES OF FINANCE</b>					Periods	<b>9</b>	
Indian capital and stock market, New issues market Long term finance: Shares, debentures and term loans, lease, hire purchase, venture capital financing, Private Equity.								
						<b>Total Periods</b>	<b>45</b>	



<b>SUGGESTED TEXTS AND REFERENCE MATERIALS</b>	
1.	M.Y. Khan and P.K.Jain Financial management, Text, Problems and cases Tata McGraw Hill, 6th edition, 2011.
2.	M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 10th edition, 2012.
3.	AswatDamodaran, Corporate Finance Theory and practice, John Wiley & Sons, 2011.
4.	James C. Vanhorne –Fundamentals of Financial Management– PHI Learning, 11th Edition, 2012.
5.	Brigham, Ehrhardt, Financial Management Theory and Practice, 12th edition, Cengage Learning 2010.

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Course code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ESE	Total
<b>P14BA211</b>	<b>Marketing Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>50</b>	<b>50</b>	<b>100</b>

<b>Objectives</b>	To understand the changing business environment to identify the indicators of management thoughts and practices to understand fundamental premise underlying market driven strategies							
<b>Unit – I</b>	<b>INTRODUCTION</b>					Periods	<b>9</b>	
Marketing – Definitions - Conceptual frame work – Marketing environment: Internal and External -Marketing interface with other functional areas – Production, Finance, Human Relations Management, Information System. Marketing in global environment – Prospects and Challenges.								
<b>Unit – II</b>	<b>MARKETING STRATEGY</b>					Periods	<b>9</b>	
Marketing strategy formulations – Key Drivers of Marketing Strategies - Strategies for Industrial Marketing – Consumer Marketing — Services marketing – Competitor analysis - Analysis of consumer and industrial markets – Strategic Marketing Mix components.								
<b>Unit – III</b>	<b>MARKETING MIX DECISIONS</b>					Periods	<b>9</b>	
Product planning and development – Product life cycle – New product Development and Management – Market Segmentation – Targeting and Positioning – Channel Management – Advertising and sales promotions – Pricing Objectives, Policies and methods.								
<b>Unit – IV</b>	<b>BUYER BEHAVIOUR</b>					Periods	<b>9</b>	
Understanding industrial and individual buyer behavior - Influencing factors – Buyer Behaviour Models – Online buyer behaviour - Building and measuring customer satisfaction – Customer relationships management – Customer acquisition, Retaining, Defection.								
<b>Unit – V</b>	<b>MARKETING RESEARCH &amp; TRENDS IN MARKETING</b>					Periods	<b>9</b>	
Marketing Information System – Research Process – Concepts and applications : Product – Advertising – Promotion – Consumer Behaviour – Retail research – Customer driven organizations - Cause related marketing - Ethics in marketing –Online marketing trends.								
						<b>Total Periods</b>	<b>45</b>	

<b>SUGGESTED TEXTS AND REFERENCE MATERIALS</b>	
1.	Philip Kotler and Kevin Lane Keller, Marketing Management, PHI 14th Edition, 2012
2.	KS Chandrasekar, “Marketing management-Text and Cases”, Tata McGrawHill-Vijaynicole, First edition,2010
3.	Paul Baines, Chris Fill and Kelly Page, Marketing, Oxford University Press, 2nd Edition,2011.
4.	Lamb, hair, Sharma, Mc Daniel– Marketing – An Innovative approach to learning and teaching-A south Asian perspective, Cengage Learning — 2012
5.	MichealR.Czinkota& Masaaki Kotabe, Marketing Management, Vikas Thomson Learning, 2000.



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Course code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ESE	Total
<b>P14BA212</b>	<b>Human Resource Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>50</b>	<b>50</b>	<b>100</b>

<b>Objectives</b>	To provide knowledge about management issues related to staffing, training, performance, compensation, human factors consideration and compliance with human resource requirements							
<b>Unit – I</b>	<b>PERSPECTIVES IN HUMAN RESOURCE MANAGEMENT</b>					Periods	<b>9</b>	
Evolution of human resource management – The importance of the human factor – Challenges – Inclusive growth and affirmative action -Role of human resource manager – Human resource policies – Computer applications in human resource management – Human resource accounting and audit.								
<b>Unit – II</b>	<b>THE CONCEPT OF BEST FIT EMPLOYEE</b>					Periods	<b>9</b>	
Importance of Human Resource Planning – Forecasting human resource requirement –matching supply and demand - Internal and External sources. Recruitment - Selection – induction – Socialization benefits.								
<b>Unit – III</b>	<b>TRAINING AND EXECUTIVE DEVELOPMENT</b>					Periods	<b>9</b>	
Types of training methods –purpose- benefits- resistance. Executive development programmes –Common practices - Benefits – Self development – Knowledge management.								
<b>Unit – IV</b>	<b>SUSTAINING EMPLOYEE INTEREST</b>					Periods	<b>9</b>	
Compensation plan – Reward – Motivation – Application of theories of motivation – Career management – Development of mentor – Protégé relationships.								
<b>Unit – V</b>	<b>PERFORMANCE EVALUATION AND CONTROL PROCESS</b>					Periods	<b>9</b>	
Method of performance evaluation – Feedback – Industry practices. Promotion, Demotion, Transfer and Separation – Implication of job change. The control process – Importance – Methods – Requirement of effective control systems grievances – Causes – Implications – Redressal methods.								
						<b>Total Periods</b>	<b>45</b>	

<b>SUGGESTED TEXTS AND REFERENCE MATERIALS</b>	
1.	Dessler Human Resource Management, Pearson Education Limited, 2007
2.	Decenzo and Robbins, Human Resource Management, Wiley, 8th Edition, 2007
3.	Luis R.Gomez-Mejia, David B.Balkin, Robert L Cardy. Managing Human Resource. PHI Learning, 2012
4.	Bernadin , Human Resource Management ,Tata Mcgraw Hill ,8th edition 2012.
5.	Wayne Cascio, Managing Human Resource, McGraw Hill, 2007.





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Department	<b>MASTER OF BUSINESS ADMINISTRATION</b>		Semester	<b>II</b>	

Course code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ESE	Total
<b>P14BA213</b>	<b>Management Information System</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>50</b>	<b>50</b>	<b>100</b>

<b>Objectives</b>	To understand the importance of information in business and to know the technologies and methods used for effective decision making in an organization							
<b>Unit – I</b>	<b>INTRODUCTION</b>					Periods	<b>10</b>	
Data, Information, Intelligence, Information Technology, Information System, evolution, types based on functions and hierarchy, System development methodologies, Functional Information Systems, DSS, EIS, KMS, GIS, International Information System.								
<b>Unit – II</b>	<b>SYSTEM ANALYSIS AND DESIGN</b>					Periods	<b>10</b>	
Case tools - System flow chart, Decision table, Data flow Diagram (DFD), Entity Relationship (ER), Object Oriented Analysis and Design(OOAD), UML diagram.								
<b>Unit – III</b>	<b>DATABASE MANAGEMENT SYSTEMS</b>					Periods	<b>9</b>	
DBMS – HDBMS, NDBMS, RDBMS, OODBMS, Query Processing, SQL, Concurrency Management, Data warehousing and Data Mart								
<b>Unit – IV</b>	<b>SECURITY, CONTROL AND REPORTING</b>					Periods	<b>8</b>	
Security, Testing, Error detection, Controls, IS Vulnerability, Disaster Management, Computer Crimes, Securing the Web, Intranets and Wireless Networks, Software Audit, Ethics in IT, User Interface and reporting.								
<b>Unit – V</b>	<b>NEW IT INITIATIVES</b>					Periods	<b>8</b>	
Role of information management in ERP, e-business, e-governance, Data Mining, Business Intelligence, Pervasive Computing, Cloud computing, CMM.								
						<b>Total Periods</b>	<b>45</b>	



<b>SUGGESTED TEXTS AND REFERENCE MATERIALS</b>	
1.	Robert Schultheis and Mary Summer, Management Information Systems – The Managers View, Tata McGraw Hill, 2008.
2.	Kenneth C. Laudon and Jane Price Laudon, Management Information Systems – Managing the digital firm, PHI Learning / Pearson Education, PHI, Asia, 2012.
3.	Rahul de, MIS in Business, Government and Society, Wiley India Pvt Ltd, 2012
4.	Gordon Davis, Management Information System : Conceptual Foundations, Structure and Development, Tata McGraw Hill, 21st Reprint 2008.
5.	Haag, Cummings and McCubbrey, Management Information Systems for the Information Age, McGraw Hill, 2005. 9th edition, 2013.

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Course code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ESE	Total
<b>P14BA214</b>	<b>Operation Research for Management</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>	<b>50</b>	<b>50</b>	<b>100</b>

<b>Objectives</b>	To learn the concepts of operations research applied in business decision making			
<b>Unit – I</b>	<b>INTRODUCTION TO LINEAR PROGRAMMING (LP)</b>	Periods	<b>9</b>	
Introduction to applications of operations research in functional areas of management. Linear Programming- formulation, solution by graphical and simplex methods (Primal & Penalty), Special cases. Dual simplex method.				
<b>Unit – II</b>	<b>LINEAR PROGRAMMING EXTENSIONS</b>	Periods	<b>9</b>	
Transportation Models (Minimising and Maximising Problems) – Balanced and unbalanced Problems – Initial Basic feasible solution by N-W Corner Rule, Least cost and Vogel’s approximation methods. Check for optimality. Solution by MODI method. Case of Degeneracy. Assignment Models (Minimising and Maximising Problems) –Balanced and Unbalanced Problems. Solution by Hungarian Algorithms. Travelling Salesman problem.				
<b>Unit – III</b>	<b>GAME THEORY</b>	Periods	<b>9</b>	
Game Theory-Two person Zero sum games-Saddle point, Dominance Rule, Convex Linear Combination (Averages), methods of matrices, graphical and LP solutions.				
<b>Unit – IV</b>	<b>INVENTORY MODELS AND NETWORKING MODELS</b>	Periods	<b>9</b>	
Inventory Models – EOQ and EBQ Models (With and without shortages), Quantity Discount Models. Decision making under risk – Networking Models-PERT-CPM.				
<b>Unit – V</b>	<b>QUEUING THEORY AND REPLACEMENT MODELS</b>	Periods	<b>9</b>	
Queuing Theory - single and Multi-channel models – infinite number of customers and infinite calling source. Replacement Models-Individuals replacement Models (With and without time value of money) – Group Replacement Models.				
			<b>Total Periods</b>	<b>45</b>



<b>SUGGESTED TEXTS AND REFERENCE MATERIALS</b>	
1.	Paneerselvam R., Operations Research, Prentice Hall of India, Fourth Print, 2008
2.	N. D Vohra, Quantitative Techniques in Management, TataMcgraw Hill, 2010.
3.	PradeepPrabakarPai, Operations Research - Principles and Practice, Oxford Higher Education, .
4.	Hamdy A Taha, Introduction to Operations Research, Prentice Hall India, Seventh Edition, Third Indian Reprint 2004.
5.	G. Srinivasan, Operations Research – Principles and Applications, PHI, 2007

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Course code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ESE	Total
<b>P14BA215</b>	<b>Business Research Methods</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>50</b>	<b>50</b>	<b>100</b>

<b>Objectives</b>	To expose the principles of scientific methodology in business enquiry; To develop analytical skills of business research and scientific communications.							
<b>Unit – I</b>	<b>INTRODUCTION</b>						Periods	<b>9</b>
Business Research – Definition and Significance – the research process – Types of Research – Exploratory and causal Research – Theoretical and empirical Research – Cross –Sectional and time – series Research – Research questions / Problems – Research objectives – Research hypotheses – characteristics – Research in an evolutionary perspective – the role of theory in research.								
<b>Unit – II</b>	<b>RESEARCH DESIGN AND MEASUREMENT</b>						Periods	<b>9</b>
Research design – Definition – types of research design – exploratory and causal research design – Descriptive and experimental design – different types of experimental design – Validity of findings – internal and external validity – Variables in Research – Measurement and scaling – Different scales – Construction of instrument – Validity and Reliability of instrument.								
<b>Unit – III</b>	<b>DATA COLLECTION</b>						Periods	<b>9</b>
Types of data –Methods of primary data collection – Survey Vs Observation – Experiments – Construction of questionnaire and instrument – Validation of questionnaire – Sampling plan – Sample size – determinants optimal sample size – sampling techniques – Probability Vs Non–probability sampling methods.								
<b>Unit – IV</b>	<b>DATA PREPARATION AND ANALYSIS</b>						Periods	<b>9</b>
Data Preparation – editing – Coding –Data entry – Validity of data – Qualitative Vs Quantitative analyses – Bivariate and Multivariate techniques – Factor analysis – Discriminate analysis – cluster analysis – multiple regression and correlation – multidimensional scaling – Application of statistical software for data analysis.								
<b>Unit – V</b>	<b>REPORT DESIGN, WRITING AND ETHICS IN BUSINESS RESEARCH</b>						Periods	<b>9</b>
Research report – Different types – Contents of report – need of executive summary – chapterization – contents of chapter – report writing – the role of audience – readability – comprehension – tone – final proof – report format – title of the report – ethics in research — subjectivity and objectivity in research.								
<b>Total Periods</b>								<b>45</b>



<b>SUGGESTED TEXTS AND REFERENCE MATERIALS</b>	
1.	Donald R. Cooper, Pamela S. Schindler and J K Sharma, Business Research methods, 11th Edition, Tata McGraw Hill, New Delhi, 2012.
2.	Alan Bryman and Emma Bell, Business Research methods, 3rd Edition, Oxford University Press, New Delhi, 2011.
3.	Uma Sekaran and Roger Bougie, Research methods for Business, 5th Edition, Wiley India, New Delhi, 2012.
4.	William G Zikmund, Barry J Babin, Jon C.Carr, AtanuAdhikari, Mitch Griffin, Business Research methods, A South Asian Perspective, 8th Edition, Cengage Learning, New Delhi, 2012.

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	Programme	<b>M.B.A.</b>	Programme code		<b>313</b>
Department	<b>MASTER OF BUSINESS ADMINISTRATION</b>		Semester	<b>II</b>	

Course code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ESE	Total
<b>P14BA216</b>	<b>Data Analysis and Business Modeling</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>2</b>	<b>50</b>	<b>50</b>	<b>100</b>

<b>Objectives</b>	To have hands- on experience on decision modeling		
S.No	Exp. No.	Name of the Experiments	Duration
1.	1	Accounting Packages	4
2.	2	Descriptive Statistics	4
3.	3	Hypothesis - Parametric	4
4.	4	Hypothesis – Non-parametric	4
5.	5	Correlation & Regression	4
6.	6	Forecasting	4
7.	-	Extended experiment – 1	4
8.	7	Portfolio Selection	4
9.	8	Revenue Management	4
10.	-	Extended experiment – 2	4
11.	9	Transportation & Assignment	4
12.	10	Networking Models	4
13.	11	Queuing Theory	4
14.	12	Inventory Models	4
15.	-	Extended experiments – 3	4
<b>Total Periods</b>			<b>60</b>
1.	Personal Computers – 30 nos		
2.	Any licensed Spreadsheet and Analysis software like Microsoft Excel, SPSS etc– 30 user licenses		



<b>SUGGESTED TEXTS AND REFERENCE MATERIALS</b>	
1.	David M. Levine et al, “Statistics for Managers using MS Excel’ (6th Edition) Pearson, 2010
2.	David R. Anderson, et al, ‘An Introduction to Management Sciences: Quantitative approaches to Decision Making, (14th edition) South-Western College Pub, 2011.
3.	William J. Stevenson, CeyhunOzgun, ‘Introduction to Management Science with Spreadsheet’, Tata McGraw Hill, 2009.

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Department	<b>MASTER OF BUSINESS ADMINISTRATION</b>		Semester	<b>III</b>	

Course code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ESE	Total
<b>P14BA317</b>	<b>Strategic Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>50</b>	<b>50</b>	<b>100</b>

<b>Objectives</b>	To learn the major initiatives taken by a company's top management on behalf of corporate, involving resources and performance in external environments.							
<b>Unit – I</b>	<b>STRATEGY AND PROCESS</b>					Periods	<b>9</b>	
Conceptual framework for strategic management, the Concept of Strategy and the Strategy Formation Process – Stakeholders in business – Vision, Mission and Purpose – Business definition, Objectives and Goals – Corporate Governance and Social responsibility-case study								
<b>Unit – II</b>	<b>COMPETITIVE ADVANTAGE</b>					Periods	<b>9</b>	
External Environment - Porter's Five Forces Model-Strategic Groups Competitive Changes during Industry Evolution-Globalisation and Industry Structure - National Context and Competitive advantage Resources-Capabilities and competencies–core competencies-Low cost and differentiation Generic Building Blocks of Competitive Advantage- Distinctive Competencies-Resources and Capabilities durability of competitive advantage-Avoiding failures and sustaining competitive Advantage-Case Study.								
<b>Unit – III</b>	<b>STRATEGIES</b>					Periods	<b>9</b>	
The generic strategic alternatives – Stability, Expansion, Retrenchment and Combination strategies - Business level strategy- Strategy in the Global Environment-Corporate Strategy-Vertical Integration-Diversification and Strategic Alliances- Building and Restructuring the corporation- Strategic analysis and choice - Environmental Threat and Opportunity Profile (ETOP) - Organizational Capability Profile - Strategic Advantage Profile - Corporate Portfolio Analysis - SWOT Analysis - GAP Analysis - Mc Kinsey's 7s Framework - GE 9 Cell Model - Distinctive competitiveness - Selection of matrix - Balance Score Card-ca								
<b>Unit – IV</b>	<b>STRATEGY IMPLEMENTATION &amp; EVALUATION</b>					Periods	<b>9</b>	
The implementation process, Resource allocation, Designing organisational structure-Designing Strategic Control Systems- Matching structure and control to strategy-Implementing Strategic change-Politics-Power and Conflict-Techniques of strategic evaluation & control-case study.								
<b>Unit – V</b>	<b>OTHER STRATEGIC ISSUES</b>					Periods	<b>9</b>	
Managing Technology and Innovation-Strategic issues for Non Profit organisations. New Business Models and strategies for Internet Economy-case study								
						<b>Total Periods</b>	<b>45</b>	



<b>SUGGESTED TEXTS AND REFERENCE MATERIALS</b>	
1.	Hill. Strategic Management : An Integrated approach, 2009 Edition Wiley (2012).
2.	John A.Parnell. Strategic Management, Theory and practice Biztantra (2012).
3.	AzharKazmi, Strategic Management and Business Policy, 3rd Edition, Tata McGraw Hill, 2008.
4.	AdriauHaberberg and Alison Rieple, Strategic Management Theory & Application, Oxford University Press, 2008.
5.	Lawrence G. Hrebiniak, Making strategy work, Pearson, 2005.

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Department	<b>MASTER OF BUSINESS ADMINISTRATION</b>		Semester	<b>III</b>	

Course code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ESE	Total
<b>P14BA318</b>	<b>International Business Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>50</b>	<b>50</b>	<b>100</b>



<b>Objectives</b>	To expose the students to the basic concepts of international business management							
<b>Unit – I</b>	<b>INTRODUCTION</b>					Periods	<b>6</b>	
International Business –Definition – Internationalizing business-Advantages –factors causing globalization of business- international business environment – country attractiveness –Political, economic and cultural environment – Protection Vs liberalization of global business environment.								
<b>Unit – II</b>	<b>INTERNATIONAL TRADE AND INVESTMENT</b>					Periods	<b>11</b>	
Promotion of global business – the role of GATT/WTO – multilateral trade negotiation and agreements – VIII & IX, round discussions and agreements – Challenges for global business – global trade and investment – theories of international trade and theories of international investment – Need for global competitiveness – Regional trade block – Types – Advantages and disadvantages – RTBs across the globe – brief history.								
<b>Unit – III</b>	<b>INTERNATIONAL STRATEGIC MANAGEMENT</b>					Periods	<b>11</b>	
Strategic compulsions-Standardization Vs Differentiation – Strategic options – Global portfolio management- global entry strategy – different forms of international business – advantages - organizational issues of international business – organizational structures – controlling of international business – approaches to control – performance of global business- performance evaluation system.								
<b>Unit – IV</b>	<b>PRODUCTION, MARKETING, FINANCIAL AND HUMAN RESOURCE MANAGEMENT OF GLOBAL BUSINESS</b>					Periods	<b>11</b>	
Global production –Location –scale of operations- cost of production – Make or Buy decisions – global supply chain issues – Quality considerations- Globalization of markets, marketing strategy – Challenges in product development , pricing, production and channel management- Investment decisions – economic- Political risk – sources of fund- exchange –rate risk and management –strategic orientation – selection of expatriate managers- Training and development – compensation.								
<b>Unit – V</b>	<b>CONFLICT MANAGEMENT AND ETHICS IN INTERNATIONAL BUSINESS MANAGEMENT</b>					Periods	<b>6</b>	
Disadvantages of international business – Conflict in international business- Sources and types of conflict – Conflict resolutions – Negotiation – the role of international agencies –Ethical issues in international business – Ethical decision-making.								
						<b>Total Periods</b>	<b>45</b>	

<b>SUGGESTED TEXTS AND REFERENCE MATERIALS</b>	
1.	Charles W.I. Hill and Arun Kumar Jain, International Business, 6th ed, Tata Mc Graw Hill, New Delhi, 2010.
2.	John D. Daniels and Lee H. Radebaugh, International Business, Pearson Education Asia, New Delhi, 2000.
3.	K. Aswathappa, International Business, 5th Edition, Tata Mc Graw Hill, New Delhi, 2012.
4.	Michael R. Czinkota, International Business, 7th Ed, Cengage Learning, New Delhi, 2010.

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Department	<b>MASTER OF BUSINESS ADMINISTRATION</b>		Semester	<b>III</b>	

Course code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ESE	Total
<b>P14BA319</b>	<b>Professional Skill Development</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>2</b>	<b>50</b>	<b>50</b>	<b>100</b>

<b>Objectives</b>	To enable learners to speak fluently and flawlessly in all kinds of communicative Contexts with speakers of all nationalities.							
<b>Unit – I</b>	<b>PERSONAL COMMUNICATION</b>					Periods	<b>10</b>	
Day-to-day conversation with family members, neighbours, relatives, friends on various topics, context specific – agreeing/disagreeing, wishing, consoling, advising, persuading, expressing opinions, arguing.								
<b>Unit – II</b>	<b>SOCIAL COMMUNICATION</b>					Periods	<b>10</b>	
Telephone calls (official), colleagues in the workspot, discussing issues (social, political, cultural) clubs (any social gathering), answering questions, talking about films, books, news items, T.V. programmes, sharing jokes.								
<b>Unit – III</b>	<b>GROUP/MASS COMMUNICATION</b>					Periods	<b>10</b>	
Group discussion (brainstorming ), debate, panel discussion, anchoring/master of ceremony, welcome address, proposing vote of thanks, introducing speakers, conducting meetings, making announcements, Just-a-minute (JAM), Block and tackle, shipwreck, spoof, conducting quiz, negotiations, oral reports.								
<b>Unit – IV</b>	<b>INTEGRATED SPEAKING AND PRESENTATION SKILLS</b>					Periods	<b>10</b>	
Listening to speak (any radio programme/lecture), reading to speak, writing to speak, watching to speak, (any interesting programme on TV) Reading aloud any text/speech, lecturing, PowerPoint presentation, impromptu, Interviews of different kinds (one to one, many to one, stress interview, telephonic interview)								
<b>Unit – V</b>	<b>EMPLOYABILITY AND CORPORATE SKILLS</b>					Periods	<b>20</b>	
Interview skills – Types of interview, preparation for interview, mock interview. Group Discussion – Communication skills in Group Discussion, Structure of GD, GD process, successful GD techniques, skills bought out in GD – leadership and co-ordination. Time management and effective planning – identifying barriers to effective time management, prudent time management techniques, relationship between time management and stress management. Stress management – causes and effect, coping strategies – simple physical exercises, simple Yoga and Meditation techniques, Relaxation techniques, stress and faith healing, positive forces of nature, relaxation by silence and music. Decision making and Negotiation skills, People skills, Team work, development of leadership qualities.								
						<b>Total Periods</b>	<b>60</b>	
<b>SUGGESTED TEXTS AND REFERENCE MATERIALS</b>								
1.	Richard Denny, “Communication to Win; Kogan Page India Pvt. Ltd., New Delhi, 2008.							
2.	“Value Education”, VISION for Wisdom, Vethathiri Publications, Erode, 2009							
3.	Listening to/Watching great speeches such as Barack Obama, M.A. Chidambaram, Vijay Mallaya etc. Tedtalk TV channels (News, documentaries).							



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Course code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P		C	CA	ESE
<b>P14BAM01</b>	<b>Brand Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>50</b>	<b>50</b>	<b>100</b>

<b>Objectives</b>	To understand the methods of managing brands and strategies for brand management.		
<b>Unit – I</b>	<b>INTRODUCTION</b>	Periods	<b>8</b>
Basics Understanding of Brands – Definitions - Branding Concepts – Functions of Brand - Significance of Brands – Different Types of Brands – Co branding – Store brands.			
<b>Unit – II</b>	<b>BRAND STRATEGIES</b>	Periods	<b>10</b>
Strategic Brand Management process – Building a strong brand – Brand positioning – Establishing Brand values – Brand vision – Brand Elements – Branding for Global Markets – Competing with foreign brands			
<b>Unit – III</b>	<b>BRAND COMMUNICATIONS</b>	Periods	<b>8</b>
Brand image Building – Brand Loyalty programmes – Brand Promotion Methods – Role of Brand ambassadors, celebrities – On line Brand Promotions			
<b>Unit – IV</b>	<b>BRAND EXTENSION</b>	Periods	<b>9</b>
Brand Adoption Practices – Different type of brand extension – Factors influencing Decision for extension – Re-branding and re-launching			
<b>Unit – V</b>	<b>BRAND PERFORMANCE</b>	Periods	<b>10</b>
Measuring Brand Performance – Brand Equity Management – Global Branding strategies – Brand Audit – Brand Equity Measurement – Brand Leverage – Role of Brand Managers – Branding Challenges & Opportunities			
<b>Total Periods</b>			<b>45</b>

<b>SUGGESTED TEXTS AND REFERENCE MATERIALS</b>	
1.	Kevin Lane Keller, Strategic Brand Management: Building, Measuring and Managing, Prentice Hall, 3rd Edition, 2007
2.	Moorthi YLR, Brand Management – I edition, Vikas Publishing House 2012
3.	LanBatey, Asain Branding – A Great way to fly, PHI, Singapore, 2002.
4.	Paul Tmepoal, Branding in Asia, John Willy, 2000.
5.	Ramesh Kumar, Managing Indian Brands, Vikas Publication, India, 2002.



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Course code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ESE	Total
<b>P14BAM02</b>	<b>Retail Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>50</b>	<b>50</b>	<b>100</b>

<b>Objectives</b>	To understand the concepts of effective retailing.			
<b>Unit – I</b>	<b>INTRODUCTION</b>	Periods	<b>9</b>	
An overview of Global Retailing – Challenges and Opportunities - Retail trends in India – Socio economic and technological Influences on retail management – Government of India policy implications on retails.				
<b>Unit – II</b>	<b>RETAIL FORMATS</b>	Periods	<b>9</b>	
Organized and unorganized formats – Different organized retail formats – Characteristics of each format – Emerging trends in retail formats – MNC's role in organized retail formats				
<b>Unit – III</b>	<b>RETAILING DECISIONS</b>	Periods	<b>9</b>	
Choice of retail locations - internal and external atmospherics – Positioning of retail shops – Building retail store Image - Retail service quality management – Retail Supply Chain Management – Retail Pricing Decisions. Merchandising and category management – buying.				
<b>Unit – IV</b>	<b>RETAIL SHOP MANAGEMENT</b>	Periods	<b>9</b>	
Visual Merchandise Management – Space Management – Retail Inventory Management – Retail accounting and audits - Retail store brands – Retail advertising and promotions – Retail Management Information Systems - Online retail – Emerging trends .				
<b>Unit – V</b>	<b>RETAIL SHOPPER BEHAVIOR</b>	Periods	<b>10</b>	
Understanding of Retail shopper behavior – Shopper Profile Analysis – Shopping Decision Process - Factors influencing retail shopper behavior – Complaints Management - Retail sales force Management – Challenges in Retailing in India.				
			<b>Total Periods</b>	<b>45</b>

<b>SUGGESTED TEXTS AND REFERENCE MATERIALS</b>	
1.	Michael Havy ,Baston, Aweitz and Ajay Pandit, Retail Management, Tata Mcgraw Hill, Sixth Edition, 2007
2.	Ogden, Integrated Retail Management, Biztantra, India, 2008.
3.	Patrick M. Dunne and Robert F Lusch, Retailing, Thomson Learning, 4th Edition 2008.
4.	Chetan Bajaj, Rajnish Tow and Nidhi V. Srivatsava, Retail Management, Oxford University Press, 2007.
5.	SwapnaPradhan, Retail Management -Text and Cases, Tata McGraw Hill, 3rd Edition, 2009.



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Course code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ESE	Total
<b>P14BAM03</b>	<b>Services Marketing</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>50</b>	<b>50</b>	<b>100</b>



<b>Objectives</b>	To understand the meaning of services and the significance of marketing the services.						
<b>Unit – I</b>	<b>INTRODUCTION</b>					Periods	<b>9</b>
Definition – Service Economy – Evolution and growth of service sector – Nature and Scope of Services – Unique characteristics of services - Challenges and issues in Services Marketing.							
<b>Unit – II</b>	<b>SERVICE MARKETING OPPORTUNITES</b>					Periods	<b>9</b>
Assessing service market potential - Classification of services – Expanded marketing mix – Service marketing – Environment and trends – Service market segmentation, targeting and positioning.							
<b>Unit – III</b>	<b>SERVICE DESIGN AND DEVELOPMENT</b>					Periods	<b>9</b>
Service Life Cycle – New service development – Service Blue Printing – GAP model of service quality – Measuring service quality – SERVQUAL – Service Quality function development.							
<b>Unit – IV</b>	<b>SERVICE DELIVERY AND PROMOTION</b>					Periods	<b>9</b>
Positioning of Services – Designing service delivery systems, Service Channel – Pricing Services, methods – Service Marketing Triangle – Integrated Service Marketing Communication							
<b>Unit – V</b>	<b>SERVICE STRATEGIES</b>					Periods	<b>9</b>
Service Marketing Strategies for health – Hospitality – Tourism – Financial – Logistics - Educational – Entertainment & public utility Information technique Services							
						<b>Total Periods</b>	<b>45</b>

<b>SUGGESTED TEXTS AND REFERENCE MATERIALS</b>	
1.	ChristropherH.Lovelock and JochenWirtz, Services Marketing, Pearson Education, New Delhi, 7th edition, 2011.
2.	Hoffman, Marketing of Services, Cengage Learning, 1st Edition, 2008.
3.	Kenneth E Clow, et al, Services Marketing Operation Management and Strategy, Biztantra, 2nd Edition, New Delhi, 2004.
4.	Halen Woodroffe, Services Marketing, McMillan, 2003.
5.	Valarie Zeithaml et al, Services Marketing, 5th International Edition, Tata McGraw Hill, 2007.

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Course code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ESE	Total
<b>P14BAM04</b>	<b>Integrated Marketing Communication</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>50</b>	<b>50</b>	<b>100</b>



<b>Objectives</b>	This course introduces students to the basic concepts of advertising and sales promotion and how business organizations and other institutions carry out such activities.							
<b>Unit – I</b>	<b>INTRODUCTION TO ADVERTISEMENT</b>						Periods	<b>9</b>
Concept –definition-scope-Objectives-functions-principles of advertisement – Social, Economic and Legal Implications of advertisements – setting advertisement objectives – Advertisement Agencies – Selection and remuneration – Advertisement campaigns – case studies.								
<b>Unit – II</b>	<b>ADVERTISEMENT MEDIA</b>						Periods	<b>9</b>
Media plan – Type and choice criteria – Reach and frequency of advertisements – Cost of advertisements - related to sales – Media strategy and scheduling, design and execution of advertisements -Message development – Layout – Design appeal – Copy structure – Advertisement production – Print – Radio. T.V. and Web advertisements – Media Research – Measuring impact of advertisements – case studies.								
<b>Unit – III</b>	<b>SALES PROMOTION</b>						Periods	<b>9</b>
Scope and role of sale promotion – Definition – Objectives of sales promotion - sales promotion techniques – Trade oriented and consumer oriented. Sales promotion – Requirement identification – Designing of sales promotion campaign – Out sourcing sales promotion national and international promotion strategies – Coordination within the various promotion techniques – Online sales promotions- case studies.								
<b>Unit – IV</b>	<b>PUBLIC RELATIONS</b>						Periods	<b>9</b>
Introduction – Meaning – Objectives –Scope-Functions-integrating PR in to Promotional Mix-Marketing Public Relation function- Process of Public Relations-advantages and disadvantages of PR-Measuring the Effectiveness of PR- PR tools and techniques. PR and Media Relations, - PR consultancy: Pros and Cons. - Discussion on opinion survey of PR in Public and Private Enterprises. PR- Research, Evaluation, Counseling-Marketing Public Relations (MPR)-Structure of Public Relations Department. Budgeting of PR. PR Agencies.								
<b>Unit – V</b>	<b>PUBLICITY</b>						Periods	<b>9</b>
Introduction – Meaning – Objectives - Tools – Goals of Publicity – Scope of Publicity – Importance of Publicity – Difference between Marketing, PR and Publicity - Social publicity – Web Publicity and Social media – Publicity Campaigns								
							<b>Total Periods</b>	<b>45</b>
<b>SUGGESTED TEXTS AND REFERENCE MATERIALS</b>								
1	George E Belch and Michel A Belch, Advertising & Promotion, Tata McGraw Hill 7 <sup>th</sup> edition							
2	Wells, Moriarty & Burnett, Advertising, Principles & Practice, PHI 7th Edition, 2007.							
3	Kenneth Clow. Donald Baack, Integrated Advertisements, Promotion and Marketing Communication, Prentice Hall of India, New Delhi, 2003.							
4	S. H. H. Kazmi and Satish K Batra, Advertising & Sales Promotion, Excel Books, New Delhi, 2001.							
5	Julian Cummings, Sales Promotion, Kogan Page, London 1998.							

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Course code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P		C	CA	ESE
<b>P14BAM05</b>	<b>Customer Relationship Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>50</b>	<b>50</b>	<b>100</b>

<b>Objectives</b>	To understand the need and importance of maintaining a good customer relationship.		
<b>Unit – I</b>	<b>INTRODUCTION</b>	Periods	<b>9</b>
Definitions – Concepts and context of relationship management – Evolution – Transactional Vs Relationship Approach – CRM as a Strategic Marketing Tool – CRM significance to the stakeholders.			
<b>Unit – II</b>	<b>UNDERSTANDING CUSTOMERS</b>	Periods	<b>9</b>
Customer information database – Customer Profile Analysis - Customer Perception. Expectations analysis – Customer Behavior in relationship perspectives: individual and group customer's – Customer life time value – Selection of Profitable Customer Segments.			
<b>Unit – III</b>	<b>CRM STRUCTURES</b>	Periods	<b>9</b>
Elements of CRM – CRM Process – Strategies for Customer Acquisition – Retention and Prevention of Defection – Models of CRM – CRM road map for business applications.			
<b>Unit – IV</b>	<b>CRM PLANNING AND IMPLEMENTATION</b>	Periods	<b>9</b>
Strategic CRM planning process – Implementation issues – CRM Tools – Analytical CRM – Operational CRM – Call Center Management – Role of CRM Managers.			
<b>Unit – V</b>	<b>TRENDS IN CRM</b>	Periods	<b>9</b>
e-CRM Solutions – Data Warehousing – Data mining for CRM – An Introduction to CRM software packages.			
<b>Total Periods</b>			<b>45</b>



<b>SUGGESTED TEXTS AND REFERENCE MATERIALS</b>	
1.	G.Shainesh, Jagdish, N.Sheth, Customer Relationships Management Strategic Prespective, Macmillan 2005.
2.	Alok Kumar et al, Customer Relationship Management : Concepts and applications, Biztantra, 2008
3.	H.Peeru Mohamed and A.Sahadevan, Customer Relation Management, Vikas Publishing 2005.
4.	Jim Catheart, The Eight Competencies of Relationship selling, Macmillan India, 2005.
5.	Assel, Consumer Behavior, Cengage Learning, 6th Edition.

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Course code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P		C	CA	ESE
<b>P14BAM06</b>	<b>Rural Marketing</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>50</b>	<b>50</b>	<b>100</b>

<b>Objectives</b>	The objective of the course is to provide conceptual understanding on the Rural Marketing with reference to Indian context and develop skills required for planning of Rural Products.							
<b>Unit – I</b>	<b>OVERVIEW OF RURAL MARKETING</b>					Periods	<b>9</b>	
Introduction of Rural marketing –Evolution of Rural Marketing in Indian and Global Context-Definition-Nature –Scope-Characteristics and potential of Rural Marketing - Importance of Rural Marketing- Socio-Cultural-economic & other environmental factors affecting in Rural Marketing– Emerging challenges & Opportunities in Rural Marketing.								
<b>Unit – II</b>	<b>RURAL MARKETS &amp; DECISION</b>					Periods	<b>9</b>	
Profile of Rural Marketing Dimensions & Consumer Profile- Rural Market Equilibrium-Classification of Rural Marketing – Regulated- Non Regulated- Marketing Mix- Segmentation- Targeting-Position- Rural Marketing Strategies- Role of Central, State Government and other Institutions in Rural Marketing Integrated Marketing Communication in Rural Marketing.								
<b>Unit – III</b>	<b>PRODUCT &amp; DISTRIBUTION</b>					Periods	<b>9</b>	
Product / Service Classification in Rural Marketing - New Product Development in Rural Marketing-Brand Management in Rural Marketing- Rural Distribution in channel management- Managing Physical distribution in Rural Marketing- Fostering Creativity& Innovation in Rural Marketing- - Sales force Management in Rural Marketing.								
<b>Unit – IV</b>	<b>RURAL CONSUMER BEHAVIOR IN MARKETING RESEARCH</b>					Periods	<b>9</b>	
Consumer Buyer Behaviour Model in Rural Marketing- Rural Marketing Research-Retail &IT models in Rural Marketing-CSR and Marketing Ethics in Rural Marketing- Source of Financing and credit agencies- Consumer Education & Consumer Methods in Promotion of Rural Marketing-Advertisement & Media Role in Rural Marketing Promotion Methods.								
<b>Unit – V</b>	<b>TRENDS IN RURAL MARKETING</b>					Periods	<b>9</b>	
e-Rural Marketing-CRM &e-CRM in Rural Marketing- Advanced Practices in Rural Marketing-Social Marketing-Network Marketing- Green Marketing in Indian and Global Context-Co-operative Marketing-Micro Credit Marketing- Public Private Partnership Model in Rural Marketing-Advancement of Technology in Rural Marketing- Structure of Competition in Rural India.								
						<b>Total Periods</b>	<b>45</b>	



<b>SUGGESTED TEXTS AND REFERENCE MATERIALS</b>	
1.	Rural Marketing – C G Krishnamacharyulu, LalithaRamakrishnan – Pearson Education
2.	Rural Marketing: Indian Perspective By Awadhesh Kumar Singh Satyaprakashpandey New age publishers
3.	A Textbook on Rural Consumer Behaviour in India: A Study of FMCGs By Dr. A Sarangapani

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Department	<b>MASTER OF BUSINESS ADMINISTRATION</b>		Semester	<b>III</b>	

Course code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P		C	CA	ESE
<b>P14BAF01</b>	<b>Security Analysis and Portfolio Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>50</b>	<b>50</b>	<b>100</b>

<b>Objectives</b>	Enables student to: <ul style="list-style-type: none"> <li>Understand the nuances of stock market operations</li> <li>Understand the techniques involved in deciding upon purchase or sale of securities</li> </ul>			
<b>Unit – I</b>	<b>INVESTMENT SETTING</b>	Periods	<b>8</b>	
Financial and economic meaning of Investment – Characteristics and objectives of Investment – Types of Investment – Investment alternatives – Choice and Evaluation – Risk and return concepts				
<b>Unit – II</b>	<b>SECURITIES MARKETS</b>	Periods	<b>10</b>	
Financial Market – Segments – Types - Participants in Financial Market – Regulatory Environment, Primary Market – Methods of floating new issues, Book building – Role of Primary Market – Regulation of Primary Market, Stock Exchanges in India – BSE, OTCEI, NSE, ISE and Regulations of Stock Exchanges – Trading System in Stock Exchanges - SEBI				
<b>Unit – III</b>	<b>FUNDAMENTAL ANALYSIS</b>	Periods	<b>9</b>	
Economic Analysis – Economic forecasting and stock Investment Decisions – Forecasting techniques. Industry Analysis : Industry classification, Industry life cycle – Company Analysis Measuring Earnings – Forecasting Earnings – Applied Valuation Techniques – Graham and Dodds investor ratios				
<b>Unit – IV</b>	<b>TECHNICAL ANALYSIS</b>	Periods	<b>9</b>	
Fundamental Analysis Vs Technical Analysis – Charting methods – Market Indicators. Trend – Trend reversals – Patterns - Moving Average – Exponential moving Average – Oscillators – Market Indicators – Efficient Market theory.				
<b>Unit – V</b>	<b>PORTFOLIO MANAGEMENT</b>	Periods	<b>9</b>	
Portfolio Analysis - Portfolio Selection – Capital Asset Pricing Model – Portfolio Revision – Portfolio Evaluation – Mutual Funds.				
			<b>Total Periods</b>	<b>45</b>



<b>SUGGESTED TEXTS AND REFERENCE MATERIALS</b>	
1.	Donald E.Fischer& Ronald J.Jordan, Security Analysis & Portfolio Management, PHI Learning., New Delhi, 8th edition, 2011.
2.	Prasannachandra, Investment analysis and Portfolio Management, Tata McGraw Hill, 2011.
3.	Reilly & Brown, Investment Analysis and Portfolio Management, Cengage Learning, 9th edition, 2011.
4.	S. Kevin , Securities Analysis and Portfolio Management , PHI Learning , 2012.
5.	V.K.Bhalla, Investment Management, S.Chand& Company Ltd., 2012

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Course code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P		C	CA	ESE
<b>P14BAF02</b>	<b>Merchant Banking and Financial Services</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>50</b>	<b>50</b>	<b>100</b>

<b>Objectives</b>	Enables student to: <ul style="list-style-type: none"> <li>Understand the modes of issuing securities</li> <li>Acquire financial evaluation technique of leasing and hire purchase</li> </ul>				
<b>Unit – I</b>	<b>MERCHANT BANKING</b>			Periods	<b>5</b>
Introduction – An Over view of Indian Financial System – Merchant Banking in India – Recent Developments and Challenges ahead – Institutional Structure – Functions of Merchant Bank - Legal and Regulatory Framework – Relevant Provisions of Companies Act- SERA- SEBI guidelines- FEMA, etc. - Relation with Stock Exchanges and OTCEI.					
<b>Unit – II</b>	<b>ISSUE MANAGEMENT</b>			Periods	<b>12</b>
Role of Merchant Banker in Appraisal of Projects, Designing Capital Structure and Instruments – Issue Pricing – Book Building – Preparation of Prospectus Selection of Bankers, Advertising Consultants, etc. - Role of Registrars –Bankers to the Issue, Underwriters, and Brokers. – Offer for Sale – Green Shoe Option – E-IPO, Private Placement – Bought out Deals – Placement with FIs, MFs, FIIs, etc. Off - Shore Issues. – Issue Marketing – Advertising Strategies – NRI Marketing – Post Issue Activities.					
<b>Unit – III</b>	<b>OTHER FEE BASED SERVICES</b>			Periods	<b>10</b>
Mergers and Acquisitions – Portfolio Management Services – Credit Syndication – Credit Rating – Mutual Funds – Business Valuation					
<b>Unit – IV</b>	<b>FUND BASED FINANCIAL SERVICES</b>			Periods	<b>10</b>
Leasing and Hire Purchasing – Basics of Leasing and Hire purchasing – Financial Evaluation.					
<b>Unit – V</b>	<b>OTHER FUND BASED FINANCIAL SERVICES</b>			Periods	<b>8</b>
Consumer Credit – Credit Cards – Real Estate Financing – Bills Discounting – Factoring and Forfaiting – Venture Capital					
				<b>Total Periods</b>	<b>45</b>

<b>SUGGESTED TEXTS AND REFERENCE MATERIALS</b>	
1.	M.Y.Khan, Financial Services, Tata McGraw-Hill, 12th Edition, 2012
2.	NaliniPravaTripathy, Financial Services, PHI Learning, 2011.
3.	Machiraju, Indian Financial System, Vikas Publishing House, 2nd Edition, 2010
4.	J.C.Verma, A Manual of Merchant Banking, Bharath Publishing House, New Delhi
5.	Varshney P.N. & Mittal D.K., Indian Financial System, Sultan Chand & Sons, New Delhi



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Course code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P		C	CA	ESE
<b>P14BAF03</b>	<b>International Trade Finance</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>50</b>	<b>50</b>	<b>100</b>

<b>Objectives</b>	Enables student to: Understand export, import finance and Forex management and Understand the documentation involved in international trade							
<b>Unit – I</b>	<b>INTERNATIONAL TRADE</b>					Periods	<b>9</b>	
International Trade – Meaning and benefits – Basis of International Trade – Foreign Trade and Economic Growth – Balance of Trade – Balance of Payment – Current Trends in India – Barriers to International Trade – WTO – Indian EXIM Policy								
<b>Unit – II</b>	<b>EXPORT AND IMPORT FINANCE</b>					Periods	<b>9</b>	
Special need for Finance in International Trade – INCO Terms (FOB, CIF etc.) – Payment Terms – Letters of Credit – Pre shipment and Post shipment Finance – Forfeiting – Deferred Payment Terms – EXIM Bank – ECGC and its schemes – Import Licensing – Financing Methods for Import of Capital Goods								
<b>Unit – III</b>	<b>FOREX MANAGEMENT</b>					Periods	<b>9</b>	
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.								
<b>Unit – IV</b>	<b>DOCUMENTATION IN INTERNATIONAL TRADE</b>					Periods	<b>9</b>	
Export Trade Documents: Financial Documents – Bill of Exchange – Type – Commercial Documents – Proforma, Commercial, Consular, Customs, Legalized Invoice, Certificate of Origin Certificate Value, Packing List, Weight Certificate, Certificate of Analysis and Quality, Certificate of Inspection, Health Certificate. Transport Documents – Bill of Lading, Airway Bill, Postal Receipt, Multimodal Transport Document. Risk Covering Document: Insurance Policy, Insurance Cover Note. Official Document: Export Declaration Forms, GR Form, PP Form, COD Form, Softer Forms, Export Certification, GSPS – UPCDC Norms.								
<b>Unit – V</b>	<b>EXPORT PROMOTION SCHEMES</b>					Periods	<b>9</b>	
Government Organizations Promoting Exports – Export Incentives : Duty Exemption – IT Concession – Marketing Assistance – EPCG, DEPB – Advance License – Other Efforts – Export Promotion – EPZ – EQU – SEZ and Export House								
						<b>Total Periods</b>	<b>45</b>	

<b>SUGGESTED TEXTS AND REFERENCE MATERIALS</b>	
1.	Apte P.G., International Financial Management, Tata McGraw Hill, 2011.
2.	Jeff Madura, International Corporate Finance, Cengage Learning, 9th Edition, 2011.
3.	Alan C. Shapiro, Multinational Financial Management, PHI Learning, 5th Edition, 2010.
4.	Eun and Resnik, International Financial Management, Tata McGraw Hill, 5 <sup>th</sup> Edition, 2011.
5.	Website of Indian Government on EXIM policy





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Course code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P		C	CA	ESE
<b>P14BAF04</b>	<b>CORPORATE FINANCE</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>50</b>	<b>50</b>	<b>100</b>

<b>Objectives</b>	Student will acquire: Nuances involved in short term corporate financing and Good Ethical Practices							
<b>Unit – I</b>	<b>INDUSTRIAL FINANCE</b>					Periods	<b>9</b>	
Indian Capital Market – Basic Problem of Industrial Finance in India. Equity – Debenture Financing – Guideline from SEBI, advantages and disadvantages and cost of various sources of Finance – Finance from International Sources, financing of exports – role of EXIM bank and commercial banks – Finance for rehabilitation of sick units.								
<b>Unit – II</b>	<b>SHORT TERM-WORKING CAPITAL FINANCE</b>					Periods	<b>9</b>	
Estimating working capital requirements – Approach adopted by Commercial banks, Commercial paper – Public Deposits and inter corporate investments								
<b>Unit – III</b>	<b>ADVANCED FINANCIAL MANAGEMENT</b>					Periods	<b>9</b>	
Appraisal of Risky Investments, certainty equivalent of cash flows and risk adjusted discount rate. Risk analysis in the context of DCF methods using Probability information. Nature of cash flows. Sensitivity Analysis; Simulation and Investment decision. Decision Tree Approach in investment decisions.								
<b>Unit – IV</b>	<b>FINANCING DECISION</b>					Periods	<b>9</b>	
Simulation and financing decision – cash inadequacy and cash insolvency – determining the probability of cash insolvency – Financing decision in the Context of option pricing model and agency costs – Interdependence of Investment – Financing and Dividend decisions								
<b>Unit – V</b>	<b>CORPORATE GOVERNANCE</b>					Periods	<b>9</b>	
Corporate Governance – SEBI Guidelines – Corporate Disasters and Ethics – Corporate Social Responsibility – Stakeholders and Ethics – Ethics, Managers and Professionalism								
						<b>Total Periods</b>	<b>45</b>	



<b>SUGGESTED TEXTS AND REFERENCE MATERIALS</b>	
1.	Richard A.Brealey, Stewart C.Myers and Mohanthy, Principles of Corporate Finance, Tata McGraw Hill, 9th Edition, 2011
2.	I.M.Pandey, Financial Management, Vikas Publishing House Pvt., Ltd., 12th Edition, 2012.
3.	Brigham and Ehrhardt, Corporate Finance - A focused Approach, Cengage Learning, 2nd Edition, 2011
4.	M.Y Khan, Indian Financial System, Tata McGraw Hill, 6th Edition, 2011
5.	Smart, Megginson, and Gitman, Corporate Finance, 2nd Edition, 2011.

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Course code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ESE	Total
<b>P14BAF05</b>	<b>Micro Finance</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>50</b>	<b>50</b>	<b>100</b>

<b>Objectives</b>	Enable Students to: Comprehend the importance of Micro Finance and Understand the techniques involved in their evaluation							
<b>Unit – I</b>	<b>INTRODUCTION TO MICRO FINANCE</b>					Periods	<b>9</b>	
Basics – Need for microfinance - Characteristics of Microfinance clients – Demand and supply of microfinance in developing countries – Nature of Microfinance Markets - Microfinance as a development strategy and as an industry – Microfinance Tools – Role of Grameen Bank - Micro credit - Innovations - Group lending-Stepped lending & Repeat loan - Character & cash flow based lending -Flexible approaches to collateral-Frequent & public installment for loan & saving products								
<b>Unit – II</b>	<b>FINANCIAL AND OPERATIONAL EVALUATION</b>					Periods	<b>9</b>	
Financial Evaluation – Analyzing & Managing Financial Performance of MFIs: Analyzing financial statements - Financial performance ratios - Liquidity & capital adequacy – Revenue models of Micro finance - Role of subsidies & Donors - Bench Marking - Rating MFIs.Operational Evaluation: Managing operational risks – Internal Control, Business Planning – Impact Assessment – CVP Analysis – Operating Expenses - Operating Efficiency								
<b>Unit – III</b>	<b>OTHER EVALUATIONS OF MICRO FINANCE</b>					Periods	<b>9</b>	
Market Evaluation – Managing MF Products & Services - methodologies in MF product design and pricing – Competition - Risks. Institutional Evaluation - Appraisals and ratings - Legal compliance- Issues in Governance Social Evaluation - Social performance Measurement - Indicators - Tools – Progress out of poverty index – Transparency – Ethics								
<b>Unit – IV</b>	<b>MICRO FINANCE IN INDIA</b>					Periods	<b>9</b>	
Challenges to Microfinance movement – Demand and Supply of Micro financial services – State Intervention in rural credit – RBI Initiatives - NABARD & SHG – Bank Linkup & Programs- – Governance and the constitution of the Board of various forms of MFIs – Intermediaries for Microfinance –State sponsored Organizations.								
<b>Unit – V</b>	<b>ISSUES, TRENDS AND FRONTIERS OF MICROFINANCE</b>					Periods	<b>9</b>	
Issue – Role of Technology – Strategic Issues in Micro Finance: Sustainability – Opening New Markets – Gender Issues								
						<b>Total Periods</b>	<b>45</b>	



<b>SUGGESTED TEXTS AND REFERENCE MATERIALS</b>	
1.	Indian Institute of Banking and Finance, Micro finance: Perspectives and Operations, Macmillan India Limited, 2011
2.	Beatriz and Jonathan, The Economics of Microfinance, Prentice Hall of India,2010.
3.	www. microfinancesummit.org.

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Course code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P		C	CA	ESE
<b>P14BAF06</b>	<b>Banking Financial Services Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>50</b>	<b>50</b>	<b>100</b>

<b>Objectives</b>	Grasp how banks raise their sources and how they deploy it and manage the associated risks Understand e-banking and the threats that go with it			
<b>Unit – I</b>	<b>OVERVIEW OF INDIAN BANKING SYSTEM</b>	Periods	<b>9</b>	
Overview of Indian Banking System, Functions of banks, key Acts governing the functioning of Indian banking system – RBI Act 1934, Negotiable Instruments Act 1881, Banking Regulations Act 1948 – Rights and obligations of a banker, Overview of Financial statement of banks – Balance sheet and Income Statement				
<b>Unit – II</b>	<b>SOURCES AND APPLICATION OF BANK FUNDS</b>	Periods	<b>9</b>	
Capital adequacy, Deposits and non-deposit sources, Designing of deposit schemes and pricing of deposit services, application of bank funds – Investments and Lending functions, Types of lending: Fund based, non-fund based, asset based – Different types of loans and their features, Major components of a typical loan policy document, Steps involved in Credit analysis, Credit delivery and administration, Pricing of loans, Customer profitability analysis.				
<b>Unit – III</b>	<b>CREDIT MONITORING AND RISK MANAGEMENT</b>	Periods	<b>9</b>	
Need for credit monitoring, Signals of borrowers’ financial sickness, Financial distress prediction models – Rehabilitation process, Risk management – Interest rate, liquidity, Forex, credit, market, operational and solvency risks – risk measurement process and mitigation, Basic understanding of NPAs and ALM.				
<b>Unit – IV</b>	<b>MERGERS, DIVERSIFICATION AND PERFORMANCE EVALUATION</b>	Periods	<b>9</b>	
Mergers and Diversification of banks into securities market, underwriting, Mutual funds and Insurance business, Risks associated therewith. Performance analysis of banks – background factors, ratio analysis and CAMELS.				
<b>Unit – V</b>	<b>HIGH TECH E-BANKING</b>	Periods	<b>9</b>	
Payment system in India – Paper based, e-payments – Electronic banking – advantages – Plastic money, E-money – Forecasting of cash demand at ATMs – Security threats in e-banking and RBI’s initiatives				
			<b>Total Periods</b>	<b>45</b>



<b>SUGGESTED TEXTS AND REFERENCE MATERIALS</b>	
1.	Padmalatha Suresh and Justin Paul, “Management of Banking and Financial Services, Pearson, Delhi, 2012
2.	Meera Sharma, “Management of Financial Institutions – with emphasis on Bank and Risk Management”, PHI Learning Pvt. Ltd., New Delhi 2010.
3.	Peter S. Rose and Sylvia C. and Hudgins, “Bank Management and Financial Services”, Tata McGraw Hill, New Delhi, 2012.

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Course code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P		C	CA	ESE
<b>P14BAH01</b>	<b>Managerial Behavior and Effectiveness</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>50</b>	<b>50</b>	<b>100</b>

<b>Objectives</b>	To examine managerial styles in terms of concern for production and concern for people. To assess different systems of management and relate these systems to organizational characteristics							
<b>Unit – I</b>	<b>DEFINING THE MANAGERIAL JOB</b>					Periods	<b>8</b>	
Descriptive Dimensions of Managerial Jobs – Methods – Model – Time Dimensions in Managerial Jobs – Effective and Ineffective Job behavior – Functional and level differences in Managerial Job behavior.								
<b>Unit – II</b>	<b>DESIGNING THE MANAGERIAL JOB</b>					Periods	<b>12</b>	
Identifying Managerial Talent – Selection and Recruitment – Managerial Skills Development – Pay and Rewards – Managerial Motivation – Effective Management Criteria – Performance Appraisal Measures – Balanced Scorecard - Feedback – Career Management – Current Practices.								
<b>Unit – III</b>	<b>THE CONCEPT OF MANAGERIAL EFFECTIVENESS</b>					Periods	<b>7</b>	
Definition – The person, process, product approaches – Bridging the Gap – Measuring Managerial Effectiveness – Current Industrial and Government practices in the Management of Managerial Effectiveness- the Effective Manager as an Optimizer.								
<b>Unit – IV</b>	<b>ENVIRONMENTAL ISSUES IN MANAGERIAL EFFECTIVENESS</b>					Periods	<b>8</b>	
Organizational Processes – Organizational Climate – Leader – Group Influences – Job Challenge – Competition – Managerial Styles								
<b>Unit – V</b>	<b>DEVELOPING THE WINNING EDGE</b>					Periods	<b>10</b>	
Organizational and Managerial Efforts – Self Development – Negotiation Skills – Development of the Competitive Spirit – Knowledge Management – Fostering Creativity and innovation								
						<b>Total Periods</b>	<b>45</b>	



<b>SUGGESTED TEXTS AND REFERENCE MATERIALS</b>	
1.	Peter Drucker, Management, Harper Row, 2005.
2.	Milkovich and Newman, Compensation, McGraw-Hill International, 2005
3.	Blanchard and Thacker, Effective Training Systems, Strategies and Practices Pearson 2006
4.	Dubrin, Leadership, Research Findings, Practices & Skills, Biztantra, 2008.
5.	Joe Tidd , John Bessant, Keith Pavitt , Managing Innovation ,Wiley 3rd edition,2006.

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Course code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ESE	Total
<b>P14BAH02</b>	<b>Organizational Theory, Design and Development</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>50</b>	<b>50</b>	<b>100</b>

<b>Objectives</b>	To learn how an organization can be designed and developed to deal with the challenges from environment, technology, and its own processes							
<b>Unit – I</b>	<b>ORGANISATION &amp; ITS ENVIRONMENT</b>					Periods	<b>8</b>	
Meaning of Organization – Need for Existence – Organizational Effectiveness – Creation of Value – Measuring Organizational Effectiveness – External Resources Approach. Internal Systems Approach and Technical Approach – HR Implications								
<b>Unit – II</b>	<b>ORGANIZATIONAL DESIGN</b>					Periods	<b>15</b>	
Organizational Design – Determinants – Components – Types – Basic Challenges of design – Differentiation, Integration, Centralization, Decentralization, Standardization, Mutual Adjustment – Mechanistic and Organic Structures – Technological and Environmental Impacts on Design – Importance of Design – Success and Failures in Design – Implications for Managers								
<b>Unit – III</b>	<b>ORGANIZATIONAL CULTURE</b>					Periods	<b>6</b>	
Understanding Culture – Strong and Weak Cultures – Types of cultures – Importance of Culture – Creating and Sustaining Culture – Culture and Strategy – Implications for practicing managers.								
<b>Unit – IV</b>	<b>ORGANIZATIONAL CHANGE</b>					Periods	<b>6</b>	
Meaning – Forces for Change – Resistance to change – Types and forms of change – Evolutionary and Revolutionary change – Change Process – Organization Development – HR Functions and Strategic Change Management – Implications for Practicing Managers								
<b>Unit – V</b>	<b>ORGANIZATION EVOLUTION AND SUSTENANCE</b>					Periods	<b>10</b>	
Organizational life cycle – Models of transformation – Models of Organizational Decision Making – Organizational Learning – Innovation. Intrapreneurship and Creativity – HR Implications								
						<b>Total Periods</b>	<b>45</b>	

<b>SUGGESTED TEXTS AND REFERENCE MATERIALS</b>	
1.	Gareth R.Jones, Organisational Theory, Design & Change, Pearson Education, 6th Edition 2011.
2.	Richard L. Draft. Understanding the theory & design of organizations. Cengage Learning Western, 10th Edition 2012
3.	Thomson G. Cummings and Christopher G. Worley, Organizational Development and Change. Cengage Learning, 9th Edition 2011
4.	Robbins Organisation Theory; Structure Design & Applications, Prentice Hall of India, 2009
5.	BhupenSrivastava, Organisational Design and Development: Concepts application, Biztantra,2010

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Course code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P		C	CA	ESE
<b>P14BAH03</b>	<b>Industrial Relations and Labour Welfare</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>50</b>	<b>50</b>	<b>100</b>

<b>Objectives</b>	To explore contemporary knowledge and gain a conceptual understanding of industrial relations							
<b>Unit – I</b>	<b>INDUSTRIAL RELATIONS</b>					Periods	<b>7</b>	
Concepts – Importance – Industrial Relations problems in the Public Sector – Growth of Trade Unions – Codes of conduct								
<b>Unit – II</b>	<b>INDUSTRIAL CONFLICTS</b>					Periods	<b>12</b>	
Disputes – Impact – Causes – Strikes – Need – Voluntary Welfare Measures – Statutory Welfare Measures – Labour – Welfare Funds – Education and Training Schemes								
<b>Unit – III</b>	<b>LABOUR WELFARE</b>					Periods	<b>8</b>	
Concept – Objectives – Scope – Need – Voluntary Welfare Measures – Statutory Welfare Measures – Labour – Welfare Funds – Education and Training Schemes								
<b>Unit – IV</b>	<b>INDUSTRIAL SAFETY</b>					Periods	<b>9</b>	
Causes of Accidents – Prevention – Safety Provisions – Industrial Health and Hygiene – Importance – Problems – Occupational Hazards – Diseases – Psychological Problems – Counseling – Statutory Provisions								
<b>Unit – V</b>	<b>WELFARE OF SPECIAL CATEGORIES OF LABOUR</b>					Periods	<b>9</b>	
Child Labour – Female Labour – Contract Labour – Construction Labour – Agricultural Labour – Differently abled Labour – BPO & KPO Labour - Social Assistance – Social Security – Implications								
						<b>Total Periods</b>	<b>45</b>	

<b>SUGGESTED TEXTS AND REFERENCE MATERIALS</b>	
1.	Mamoria C.B. and Sathish Mamoria, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2007
2.	Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj. Industrial relations & Labour Laws. Tata McGraw Hill. 2012
3.	Ratna Sen, Industrial Relations in India, Shifting Paradigms, Macmillan India Ltd., New Delhi, 2007.
4.	C.S.Venkata Ratnam, Globalisation and Labour Management Relations, Response Books, 2007.
5.	Srivastava, Industrial Relations and Labour laws, Vikas, 2007.



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Course code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ESE	Total
<b>P14BAH04</b>	<b>Labour Legislations</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>50</b>	<b>50</b>	<b>100</b>

<b>Objectives</b>	To have a broad understanding of the legal principles governing the employment relationship at individual and collective level. To familiarize the students to the practical problems inherent in the implementation of labour statutes							
<b>S.No</b>	<b>Contained in the following acts are to be studied</b>						<b>Periods</b>	
1	The Factories Act, 1948						3	
2	The Trade Unions Act, 1926						4	
3	The Payment of Wages Act, 1936						3	
4	The Minimum Wages Act, 1948						2	
5	The Industrial Disputes Act, 1947						5	
6	The Workmen's Compensation Act, 1923						2	
7	The Payment of Gratuity Act, 1972						3	
8	The Payment of Bonus Act, 1965						3	
9	The Employee's Provident Fund & Misc. Act, 1952						3	
10	The Employees State Insurance Act, 1948						4	
11	The Industrial Employment (Standing Orders) Act, 1946						3	
12	The Apprentices Act, 1961						2	
13	The Equal Remuneration Act, 1976						2	
14	The Maternity Benefit Act, 1961						2	
15	Contract Labour Regulations and Abolition Act, 1970						2	
16	The Child Labour Prevention and Regulation Act, 1986						2	
	<b>Total Periods</b>						<b>45</b>	

**SUGGESTED TEXTS AND REFERENCE MATERIALS**

1.	P.K. Padhi, Industrial Laws, PHI, 2008.
2.	Kapoor N. D , Elements of Mercantile Law, Sultan Chand, 2008
3.	Tax Mann, Labour Laws, 2008.
4.	D. R. N. Sinha, InduBalasinha&SemmaPriyadarshiniShekar, Industrial Relation, Trade unions and Labour Legislation, 2004.
5.	ArunMonappa, RanjeetNambudiri, PatturajaSelvaraj. Industrial relations &Labour Laws. Tata McGraw Hill. 2012

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Course code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P		C	CA	ESE
<b>P14BAH05</b>	<b>Strategic Human Resource Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>50</b>	<b>50</b>	<b>100</b>

<b>Objectives</b>	To help students understand the transformation in the role of HR functions from being a support function to strategic function			
<b>Unit – I</b>	<b>HUMAN RESOURCE DEVELOPMENT</b>	Periods	<b>10</b>	
Meaning – Strategic framework for HRM and HRD – Vision, Mission and Values – Importance – Challenges to Organisations – HRD Functions - Roles of HRD Professionals - HRD Needs Assessment - HRD practices – Measures of HRD performance – Links to HR, Strategy and Business Goals – HRD Program Implementation and Evaluation – Recent trends – Strategic Capability , Bench Marking and HRD Audit.				
<b>Unit – II</b>	<b>E-HRM</b>	Periods	<b>6</b>	
e- Employee profile– e- selection and recruitment - Virtual learning and Orientation – e - training and development – e- Performance management and Compensation design – Development and Implementation of HRIS – Designing HR portals – Issues in employee privacy – Employee surveys online				
<b>Unit – III</b>	<b>CROSS CULTURAL HRM</b>	Periods	<b>7</b>	
Domestic Vs International HRM - Cultural Dynamics - Culture Assessment - Cross Cultural Education and Training Programs – Leadership and Strategic HR Issues in International Assignments - Current challenges in Outsourcing, Cross border Mergers and Acquisitions - Repatriation etc - Building Multicultural Organisation				
<b>Unit – IV</b>	<b>CAREER &amp; COMPETENCY DEVELOPMENT</b>	Periods	<b>10</b>	
Career Concepts – Roles – Career stages – Career planning and Process – Career development Models– Career Motivation and Enrichment –Managing Career plateaus- Designing Effective Career Development Systems – Competencies and Career Management – Competency Mapping Models				
<b>Unit – V</b>	<b>EMPLOYEE COACHING &amp; COUNSELING</b>	Periods	<b>12</b>	
Need for Coaching – Role of HR in coaching – Coaching and Performance – Skills for Effective Coaching – Coaching Effectiveness– Need for Counseling – Role of HR in Counseling - Components of Counseling Programs – Counseling Effectiveness – Employee Health and Welfare Programs – Work Stress – Sources - Consequences – Stress Management Techniques.- Eastern and Western Practices				
			<b>Total Periods</b>	<b>45</b>

<b>SUGGESTED TEXTS AND REFERENCE MATERIALS</b>	
1.	Randy L. Desimone, Jon M. Werner – David M. Mathis, Human Resource Development, Cengage Learning, 2007.
2.	Paul Boselie. Strategic Human Resource Management. Tata McGraw Hill. 2011
3.	Jeffrey A Mello, Strategic Human Resource Management, Cengage Learning, Southwestern 2007
4.	Robert L. Mathis and John H. Jackson, Human Resource Management, Cengage Learning, 2007
5.	MonirTayeb. International Human Resource Management. Oxford. 2007





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Course code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ESE	Total
<b>P14BAS01</b>	<b>Advanced Database Management System</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>50</b>	<b>50</b>	<b>100</b>

<b>Objectives</b>	To understand the various advanced databases used in the organization. To be aware of recent trends in database management.							
<b>Unit – I</b>	<b>INTRODUCTION</b>					Periods	<b>9</b>	
DBMS Models - Multimedia Databases, Parallel Databases, embedded, web, spatial, temporal databases, Virtualization, Active Databases - Embedded databases - Web databases.								
<b>Unit – II</b>	<b>DATABASE IMPLEMENTATION</b>					Periods	<b>9</b>	
Query Processing basics and optimization – Heuristic Optimization – Transactions Models – Concurrency Control – Recovery – Security and Authorization – Storage – Indexing and Hashing – ISAM – B-Trees – Kd Trees – X Trees – Dynamic Hashing								
<b>Unit – III</b>	<b>DISTRIBUTED DATABASES</b>					Periods	<b>9</b>	
Distributed Databases – Queries – Optimization Access Strategies – Distributed Transactions Management – Concurrency Control – Reliability								
<b>Unit – IV</b>	<b>OBJECT ORIENTED DATABASES</b>					Periods	<b>9</b>	
Object Oriented Concepts – Data Object Models – Object Oriented Databases – Issues in OODBMS - Object Oriented Relational Databases – Object Definition Languages – Object Query Languages								
<b>Unit – V</b>	<b>EMERGING TRENDS</b>					Periods	<b>9</b>	
Data Mining – Data warehousing – Star, Snowflake, Fact Constellation; open source database systems, Scripting Language, JDBC, ODBC								
						<b>Total Periods</b>	<b>45</b>	

<b>SUGGESTED TEXTS AND REFERENCE MATERIALS</b>	
1.	Peter Rob, Carlos Coronel, Database System and Design, Implementation and Management, 7th edition, Cengage Learning,
2.	RamezElmasri and Shamkant B. Navethe, Fundamentals of Database Systems, 4th , Pearson Education, 2004
3.	Jeffrey A Hoffer et al, Modern Database Management, 10th Edition, Pearson Education, 2012,
4.	Abraham Silberchatz, Henry F. Korth and S.Sudarsan, Database System Concepts, 5th Edition, McGraw-Hill, 2010
5.	Thomas M. Connolly and Carolyn E. Begg, Database Systems – A Practical Approach to Design, Implementation and Management, 3rd edition, Pearson Education, 2003.

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Course code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P		C	CA	ESE
<b>P14BAS02</b>	<b>E-Business Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>50</b>	<b>50</b>	<b>100</b>

<b>Objectives</b>	To understand the practices and technology to start an online business		
<b>Unit – I</b>	<b>INTRODUCTION TO e-BUSINESS</b>	Periods	<b>8</b>
e-business, e-business vs e-commerce, Economic forces – advantages – myths – e-business models, design, develop and manage e-business, Web 2.0 and Social Networking, Mobile Commerce, S-commerce			
<b>Unit – II</b>	<b>TECHNOLOGY INFRASTRUCTURE</b>	Periods	<b>10</b>
Internet and World Wide Web, internet protocols - FTP, intranet and extranet, information publishing technology- basics of web server hardware and software			
<b>Unit – III</b>	<b>BUSINESS APPLICATIONS</b>	Periods	<b>10</b>
Consumer oriented e-business – e-tailing and models - Marketing on web – advertising, e-mail marketing, affiliated programs - e-CRM; online services, Business oriented e-business, e-governance, EDI on the internet, Delivery management system, Web Auctions, Virtual communities and Web portals – social media marketing			
<b>Unit – IV</b>	<b>e-BUSINESS PAYMENTS AND SECURITY</b>	Periods	<b>9</b>
E-payments - Characteristics of payment of systems, protocols, e-cash, e-cheque and Micro payment systems- internet security – cryptography – security protocols – network security.			
<b>Unit – V</b>	<b>LEGAL AND PRIVACY ISSUES</b>	Periods	<b>8</b>
Legal, Ethics and privacy issues – Protection needs and methodology – consumer protection, cyber laws, contracts and warranties, Taxation and encryption policies.			
<b>Total Periods</b>			<b>45</b>

<b>SUGGESTED TEXTS AND REFERENCE MATERIALS</b>	
1.	Harvey M.Deitel, Paul J.Deitel, Kate Steinbuhler, e-business and e-commerce for managers, Pearson, 2011.
2.	Efraim Turban, Jae K. Lee, David King, Ting Peng Liang, Deborrah Turban, Electronic Commerce –A managerial perspective, Pearson Education Asia, 2010.
3.	ParagKulkarni, SunitaJahirabadkao, PradeepChande, e business, Oxford University Press, 2012.
4.	Hentry Chan & el , E-Commerce – fundamentals and Applications, Wiley India Pvt Ltd, 2007
5.	Gary P. Schneider, Electronic commerce, Thomson course technology, Fourth annual edition, 2007



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Course code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P		C	CA	ESE
<b>P14BAS03</b>	<b>Software Project and Quality Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>50</b>	<b>50</b>	<b>100</b>

<b>Objectives</b>	To understand project management cycle in software development To study various project estimation and quality models in software development						
<b>Unit – I</b>	<b>INTRODUCTION</b>					Periods	<b>9</b>
Software Projects, Projects Planning, Process models, Waterfall, RAD, V, Spiral, Incremental, Prototyping, Agile, Project Tracking							
<b>Unit – II</b>	<b>SOFTWARE METRICS</b>					Periods	<b>9</b>
Goal, Question, Metric (GQM) model, Product Quality metrics, In process Quality metrics, Metrics for software maintenance and testing, Complexity Metrics							
<b>Unit – III</b>	<b>SOFTWARE PROJECT ESTIMATION</b>					Periods	<b>9</b>
Effort and Cost Estimation - Expert Judgment, LOC, Function Points, Extended Function Points. Feature Points, Object Points, COCOMO-81, COCOMO-II; Risk Management							
<b>Unit – IV</b>	<b>SOFTWARE QUALITY</b>					Periods	<b>9</b>
Quality Management Systems, Software Quality Models – FURPS, McCalls Models, Applying Secen basic quality tools in software development, Measuring Quality, Gilb, CoQUAMO, Lean Software Development							
<b>Unit – V</b>	<b>SOFTWARE QUALITY ASSURANCE</b>					Periods	<b>9</b>
Software Reliability models-Rayleigh model, Weibull model; Defect Removal Effectiveness; Quality standards- ISO 9000 models and standards for process improvement, ISO/IEC 9126-1 to 9126-4, SQuARE, ISO/IEC 25000, ISO/IEC 25010, CMM, PCMM, CMMI, SPICE.							
						<b>Total Periods</b>	<b>45</b>

<b>SUGGESTED TEXTS AND REFERENCE MATERIALS</b>	
1.	Roger S. Pressman, Software Engineering A Practioners Approach, McGraw Hill International Edition, New Delhi, 7th Edition, 2010
2.	Stephen Kan, Metrics and Models in Software Quality Engineering, Pearson Education Asia, 8th Impression 2009.
3.	Walker Royce, Software Project Management – A unified framework, PearsonEducation Asia, New Delhi, 2000
4.	Alan Gillies, Software Quality – Theory and Management, Thomson Learning, 2011
5.	Bob Hughes and Mike Cotterell, Software Project Management, Tata McGraw Hill, 5th Edition, 2010)

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Course code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P		C	CA	ESE
<b>P14BAS04</b>	<b>Data Mining for Business Intelligence</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>50</b>	<b>50</b>	<b>100</b>

<b>Objectives</b>	To know how to derive meaning form huge volume of data and information To understand how knowledge discovering process is used in business decision making						
<b>Unit – I</b>	<b>INTRODUCTION</b>					Periods	<b>9</b>
Data mining, Text mining, Web mining, Spatial mining, Process mining, BI process- Private and Public intelligence, Strategic assessment of implementing BI							
<b>Unit – II</b>	<b>DATA WAREHOUSING</b>					Periods	<b>9</b>
Data ware house – characteristics and view - OLTP and OLAP - Design and development of data warehouse, Meta data models, Extract/ Transform / Load (ETL) design							
<b>Unit – III</b>	<b>DATA MINING TOOLS, METHODS AND TECHNIQUES</b>					Periods	<b>9</b>
Regression and correlation; Classification- Decision trees; clustering –Neural networks; Market basket analysis- Association rules-Genetic algorithms and link analysis, Support Vector Machine, Ant Colony Optimization							
<b>Unit – IV</b>	<b>MODERN INFORMATION TECHNOLOGY AND ITS BUSINESS OPPORTUNITIES</b>					Periods	<b>9</b>
Business intelligence software, BI on web, Ethical and legal limits, Industrial espionage, modern techniques of crypto analysis, managing and organizing for an effective BI Team							
<b>Unit – V</b>	<b>BI AND DATA MINING APPLICATIONS</b>					Periods	<b>9</b>
Applications in various sectors – Retailing, CRM, Banking, Stock Pricing, Production, Crime, Genetics, Medical, Pharmaceutical.							
						<b>Total Periods</b>	<b>45</b>

<b>SUGGESTED TEXTS AND REFERENCE MATERIALS</b>	
1.	Jaiwei Ham and MichelineKamber, Data Mining concepts and techniques, Kauffmann Publishers 2006
2.	Efraim Turban, Ramesh Sharda, Jay E. Aronson and David King, Business Intelligence, Prentice Hall, 2008.
3.	W.H.Inmon, Building the Data Warehouse, fourth edition Wiley India pvt. Ltd. 2005.
4.	Ralph Kimball and Richard Merz, The data warehouse toolkit, John Wiley, 2005.
5.	Michel Berry and Gordon Linoff, Mastering Data mining, John Wiley and Sons Inc 2nd Edition, 2011



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Course code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ESE	Total
<b>P14BAO01</b>	<b>Logistics and Supply Chain Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>50</b>	<b>50</b>	<b>100</b>

<b>Objectives</b>	To understand the scope and practice of business logistics and supply chain management						
<b>Unit – I</b>	<b>INTRODUCTION</b>					Periods	<b>9</b>
Business logistics and supply chain – importance, objectives and drivers. Strategy – planning, selecting proper channel, performance measurement. Outsourcing- Make vs buy approach – sourcing strategy							
<b>Unit – II</b>	<b>MANAGING FLOWS</b>					Periods	<b>9</b>
Planning Networks – Decision Making under Risk – Decision Trees – Decision making under uncertainty. Distribution Network Design – Role – Factors Influencing Options, Value Addition, Supply Chain Network optimization models. Logistics Information System – Role of IT – Framework for IT adoption							
<b>Unit – III</b>	<b>INVENTORY AND WAREHOUSING</b>					Periods	<b>9</b>
Inventory–objectives, bullwhip effect, control - Probabilistic inventory models, Risk pooling, Vendor managed inventory, Multi-echelon inventory. Warehousing Functions – Types – Site Selection – Decision Model – Layout Design – Costing – Virtual Warehouse.							
<b>Unit – IV</b>	<b>TRANSPORTATION AND PACKAGING</b>					Periods	<b>9</b>
Transportation – Drivers, Modes, Measures - Strategies for Transportation, 3PL and 4PL, Vehicle Routing and Scheduling. Packaging- Design considerations, Material and Cost. Packaging as Unitization. Consumer and Industrial Packaging.							
<b>Unit – V</b>	<b>ORGANIZATION AND CONTROL</b>					Periods	<b>9</b>
Organization Structure – need and development. Organizational – Choices, Orientation and positioning. Inter-functional and Inter-organizational management – alliances and partnerships. Control – Process framework, system details, information, measurement and interpretation.							
						<b>Total Periods</b>	<b>45</b>

<b>SUGGESTED TEXTS AND REFERENCE MATERIALS</b>	
1.	Ronald H. Ballou and Samir K. Srivastava, Business Logistics and Supply Chain Management, Pearson education, Fifth Edition
2.	Sunil Chopra and Peter Meindl, Supply Chain Management-Strategy Planning and Operation, PHI Learning / Pearson Education, 2007
3.	Bowersox Donald J, Logistics Management – The Integrated Supply Chain Process, Tata McGraw Hill, 2010
4.	Vinod V. Sople, Logistics Management-The Supply Chain Imperative, Pearson. 2012.
5.	Coyle et al., The Management of Business Logistics, Thomson Learning, 7th Edition, 2004.

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Course code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ESE	Total
<b>P14BAO02</b>	<b>Services Operation Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>50</b>	<b>50</b>	<b>100</b>

<b>Objectives</b>	To learn how service performance can be improved through services operations management							
<b>Unit – I</b>	<b>INTRODUCTION</b>					Periods	<b>9</b>	
Services – Importance, role in economy, service sector – growth; Nature of services -Service classification , Service Package, distinctive characteristics , open-systems view; Service Strategy – Strategic service vision, competitive environment, generic strategies, winning customers; Role of information technology; stages in service firm competitiveness; Internet strategies - Environmental strategies.								
<b>Unit – II</b>	<b>SERVICE DESIGN</b>					Periods	<b>9</b>	
New Service Development – Design Elements – Service Blue-printing – Process Structure – Generic Approaches – Value to Customer; Retail design strategies – store size – Network Configuration; Managing Service Experience – Experience economy, key dimensions; Vehicle Routing and Scheduling								
<b>Unit – III</b>	<b>SERVICE QUALITY</b>					Periods	<b>9</b>	
Service Quality- Dimensions, Service Quality Gap Model; Measuring Service Quality –SERVQUAL - Walk-through Audit; Quality service by design - Service Recovery - Service Guarantees; Service Encounter – triad, creating service orientation, service profit chain; Front-office Back-office Interface – service decoupling.								
<b>Unit – IV</b>	<b>SERVICE FACILITY</b>					Periods	<b>9</b>	
Servicescapes – behaviour - environmental dimensions – framework; Facility design – nature, objectives, process analysis – process flow diagram, process steps, simulation; Service facility layout; Service Facility Location – considerations, facility location techniques – metropolitan metric, Euclidean, centre of gravity, retail outlet location , location set covering problem								
<b>Unit – V</b>	<b>MANAGING CAPACITY AND DEMAND</b>					Periods	<b>9</b>	
Managing Demand – strategies; Managing capacity – basic strategies, supply management tactics, operations planning and control; Yield management; Inventory Management in Services– Retail Discounting Model, Newsvendor Model; Managing Waiting Lines –Queuing systems, psychology of waiting; Managing for growth- expansion strategies, franchising , globalization.								
						<b>Total Periods</b>	<b>45</b>	

<b>SUGGESTED TEXTS AND REFERENCE MATERIALS</b>	
1.	James A. Fitzsimmons, Service Management – Operations, Strategy, Information Technology, Tata McGraw-Hill – 5th Edition 2006
2.	Richard Metters, Kathryn King-Metters, Madeleine Pullman, Steve Walton Successful Service Operations Management, South-Western, Cengage Learning, 2nd Edition
3.	CengizHaksever, Barry Render, Roberta S. Russell, Rebert G. Murdick, Service Management and Operations, Pearson Education – Second Edition.
4.	Robert Johnston, Service Operations Management, Pearson Education, 2nd Edition, 2005.



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 Elayampalayam, Tiruchengode – 637 205



Programme	<b>M.B.A.</b>	Programme code	<b>313</b>	Regulation	<b>2014</b>
Department	<b>MASTER OF BUSINESS ADMINISTRATION</b>		Semester	<b>III</b>	

Course code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ESE	Total
<b>P14BA003</b>	<b>Project Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>50</b>	<b>50</b>	<b>100</b>

<b>Objectives</b>	To learn the concepts of managing projects.						
<b>Unit – I</b>	<b>INTRODUCTION TO PROJECT MANAGEMENT</b>	Periods	<b>9</b>				
Project Management – Definition – Goal – Lifecycles. Project Selection Methods. Project Portfolio Process – Project Formulation. Project Manager – Roles – Responsibilities and Selection – Project Teams							
<b>Unit – II</b>	<b>PLANNING AND BUDGETING</b>	Periods	<b>9</b>				
The Planning Process – Work Break down Structure – Role of Multidisciplinary teams. Budget the Project – Methods. Cost Estimating and Improvement. Budget uncertainty and risk management.							
<b>Unit – III</b>	<b>SCHEDULING &amp; RESOURCE ALLOCATION</b>	Periods	<b>9</b>				
PERT & CPM Networks - Crashing – Project Uncertainty and Risk Management – Simulation – Gantt Charts – Expediting a project – Resource loading and leveling. Allocating scarce resources – Goldratt’s Critical Chain							
<b>Unit – IV</b>	<b>CONTROL AND COMPLETION</b>	Periods	<b>9</b>				
The Plan-Monitor-Control cycle – Data Collecting and reporting – Project Control – Designing the control system. Project Evaluation, Auditing and Termination							
<b>Unit – V</b>	<b>PROJECT ORGANIZATION &amp; CONFLICT MANAGEMENT</b>	Periods	<b>9</b>				
Formal Organisation Structure – Organisation Design – Types of project organizations. Conflict – Origin & Consequences. Managing conflict – Team methods for resolving conflict.							
						<b>Total Periods</b>	<b>45</b>

<b>SUGGESTED TEXTS AND REFERENCE MATERIALS</b>	
1.	Clifford Gray and Erik Larson, Project Management, Tata McGraw Hill Edition, 2005
2.	John M. Nicholas, Project Management for Business and Technology - Principles and Practice, Second Edition, Pearson Education, 2006
3.	Gido and Clements, Successful Project Management, Second Edition, Thomson Learning, 2003.
4.	Harvey Maylor, Project Management, Third Edition, Pearson Education, 2006



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<b>P14BA004</b>	<b>Lean Six Sigma</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>50</b>	<b>50</b>	<b>100</b>

<b>Objectives</b>	To expose the students about the advanced operational technologies and quality control systems.							
<b>Unit – I</b>	<b>LEAN &amp; SIX SIGMA BACKGROUND AND FUNDAMENTALS</b>					Periods	<b>9</b>	
Historical Overview – Definition of quality – What is six sigma -TQM and Six sigma - lean manufacturing and six sigma- six sigma and process tolerance – Six sigma and cultural changes – six sigma capability – six sigma need assessments - implications of quality levels, Cost of Poor Quality (COPO), Cost of Doing Nothing – assessment questions								
<b>Unit – II</b>	<b>THE SCOPE OF TOOLS AND TECHNIQUES</b>					Periods	<b>9</b>	
Tools for definition – IPO diagram, SIPOC diagram, Flow diagram, CTQ Tree, Project Charter – Tools for measurement – Check sheets, Histograms, Run Charts, Scatter Diagrams, Cause and effect diagram, Pareto charts, Control charts, Flow process charts, Process Capability Measurement, Tools for analysis – Process Mapping, Regression analysis, RU/CS analysis, SWOT, PESTLE, Five Whys, interrelationship diagram, overall equipment effectiveness, TRIZ innovative problem solving – Tools for improvement – Affinity diagram, Normal group technique, SMED, 5S, mistake proofing, Value stream Mapping, forced field analysis – Tools for control – Gantt chart, Activity network diagram, Radar chart, PDCA cycle, Milestone tracker diagram, Earned value management								
<b>Unit – III</b>	<b>SIX SIGMA METHODOLOGIES</b>					Periods	<b>9</b>	
Design for Six Sigma (DFSS), Design for Six Sigma Method – Failure Mode Effect Analysis (FMEA), FMEA Process – Risk Priority Number (RPN) – Six Sigma and Leadership, Committed Leadership – Change Acceleration Process (CAP) – Developing Communication Plan – Stakeholder								
<b>Unit – IV</b>	<b>SIX SIGMA IMPLEMENTATION AND CHALLENGES</b>					Periods	<b>9</b>	
Tools for implementation – Supplier Input Process Output Customer (SIPOC) – Quality Function Deployment or House of Quality (QFD) – alternative approach –implementation – leadership training, close communication system, project selection – project management and team – champion training – customer quality index – challenges – program failure, CPQ vs six sigma, structure the deployment of six sigma – cultural challenge – customer/internal metrics								
<b>Unit – V</b>	<b>EVALUATION AND CONTINUOUS IMPROVEMENT METHODS</b>					Periods	<b>9</b>	
Evaluation strategy – the economics of six sigma quality, Return on six Sigma (ROSS), ROI, poor project estimates – continuous improvement – lean manufacturing – value, customer focus, Perfection, focus on waste, overproduction – waiting, inventory in process (IIP), processing waste, transportation, motion, making defective products, underutilizing people – Kaizen – 5S								
							<b>Total Periods</b>	<b>45</b>



**SUGGESTED TEXTS AND REFERENCE MATERIALS**

1.	Michael L.George, David Rowlands, Bill Kastle, What is Lean Six Sigma, McGraw – Hill 2003
2.	Thomas Pyzdek, The Six Sigma Handbook, McGraw-Hill,2000
3.	Fred Soleimannejed , Six Sigma, Basic Steps and Implementation, AuthorHouse, 2004
4.	Forrest W. Breyfogle, III, James M. Cupello, Becki Meadows, Managing Six Sigma:A Practical Guide to Understanding, Assessing, and Implementing the Strategy That Yields Bottom-Line Success, John Wiley & Sons, 2000
5.	James P. Womack, Daniel T.Jones, Lean Thinking, Free Press Business, 2003



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**CURRICULUM**  
 (For the candidates admitted from the academic year 2014-15 onwards)

Course Code	Course Name	L	T	P	C
<b>HOTEL &amp; TOURISM MANAGEMENT</b>					
P14BASHT01	Hotel Management	3	0	0	3
P14BASHT02	Hospitality Management	3	0	0	3
P14BASHT02	Tourism Products and Marketing	3	0	0	3
<b>HEALTH CARE MANAGEMENT</b>					
P14BASHC01	Health Care Management	3	0	0	3
P14BASHC02	Patient Care Operations in Management	3	0	0	3
P14BASHC03	Supportive Services to Hospital Operations	3	0	0	3
<b>COSTUME AND FASHION INDUSTRY MANAGEMENT</b>					
P14BASCF01	Costume and Fashion Industry – An Introduction	3	0	0	3
P14BASCF02	Fashion Merchandising	3	0	0	3
P14BASCF03	CAD in Fashion Designing	3	0	0	3
<b>BANKING &amp; FINANCE MANAGEMENT</b>					
P14BASBM01	Management of Banking & Financial Institutions	3	0	0	3
P14BASBM02	Banking Technology Management	3	0	0	3
P14BASBM03	Legal & Regulatory Aspects of Banking	3	0	0	3
P14BASBM04	IT Infrastructure Management for Banks	3	0	0	3



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Department	<b>M.B.A.</b>			Semester	<b>III</b>

Course code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P		C	CA	ESE
<b>P14BASHT01</b>	<b>Hotel Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>50</b>	<b>50</b>	<b>100</b>

<b>Objectives</b>	To give an exposure about the operations of Hotel industry and to create interest in the basic functions of hotel industry.						
<b>Unit – I</b>	<b>INTRODUCTION TO HOTEL INDUSTRY</b>					Periods	<b>9</b>
Introduction to Hotel Industry-Food Service Operation in Hotels-Licensing & Catering Trades-Fast Food Management- Service Concepts-Planning & Designing-Layout-Marketing the Outlets-Interior Designing – Furniture & Other Equipment Planning- Staffing & Training-Appraisal-Hiring-Employee-Performance Measure-Uniform Selection , Company & Personnel Policy Manuals Internal Controls –Maintaining Records, Profit, Sales, Food Cost Management, Labour Cost Budgeting-Advertise & Promotion Management-Advertising Agency, Sales Promotion-Project Work							
<b>Unit – II</b>	<b>KITCHEN MANAGEMENT</b>					Periods	<b>9</b>
Kitchen management-Kitchen organization-kitchen supervision- Food and Beverages control –sales analysis-Yield-Good costing –volume forecasting-Indenting, requisitioning and Issuing-Stores- Menu Planning-Type of Menu- Layout and set-up of different types of Kitchen- Food Cost Management, Labour Cost-Budgeting							
<b>Unit – III</b>	<b>THE LODGING INDUSTRY</b>					Periods	<b>9</b>
The lodging industry – Hotel organization-front office operations-reservations-Tariff structure – registration-Front office responsibility- Front office & guest handling-communication-check out settlement- Front office accounting-Night Auditor-Planning & evaluating operations-Yield Management- Managing Human Resources-Hotel & Guest security-computers in Hotel							
<b>Unit – IV</b>	<b>INTRODUCTION TO HOUSE KEEPING</b>					Periods	<b>9</b>
Introduction to Hotel Housekeeping-classification & Hotel Room Classification- International Hotel Regulations –Food adulteration-Food Poisoning-Food Adulteration- Food Inspectors –Penalties							
<b>Unit – V</b>	<b>EVENT MANAGEMENT</b>					Periods	<b>9</b>
Event Management: Role of events for promotion of tourism, Types of Events-Cultural, festivals, religious, business etc. Need of event management, key factors for best event management							
						<b>Total Periods</b>	<b>45</b>

<b>SUGGESTED TEXTS AND REFERENCE MATERIALS</b>	
1.	Michael,Lkasayana (2008), Front Office Procedure, Richard M Brooks



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Course code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ESE	Total
<b>P14BASHT02</b>	<b>Hospitality Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>50</b>	<b>50</b>	<b>100</b>

<b>Objectives</b>	To grasp the nature of hospitality industry across the world and to develop a bunch of skills required to meet the challenges of the industry.							
<b>Unit – I</b>	<b>THE WORLD OF HOSPITALITY</b>					Periods	<b>9</b>	
Introduction to Hotel, Travel and tourism Industry -Nature of Hospitality: Communication, Turnover, Demands and Rewards - Economic and Other Impacts of Hotel, Tourism, and Travel Industry - Early History of Lodging - Globalization of the Lodging Industry – Franchising								
<b>Unit – II</b>	<b>THE ORGANIZATION AND STRUCTURE OF LODGING OPERATIONS</b>					Periods	<b>9</b>	
Size and Scope of the Industry - Classifications of Hotels - Hotel Market Segments - Organization of Hotels - Food Service Industry : Composition and Size of Food Service Industry - Organization of Hotel and Restaurant Food Service - Management and Operation of Food Services								
<b>Unit – III</b>	<b>THE ROOMS DIVISION</b>					Periods	<b>9</b>	
The Front Office Department - The Reservation Department -The Telecommunications Department - The Uniformed Service Department								
<b>Unit – IV</b>	<b>FUNCTIONAL AREAS</b>					Periods	<b>9</b>	
Engineering and Maintenance Division - Marketing and Sales Division - Accounting Division - Human Resources Division - Security Division								
<b>Unit – V</b>	<b>HOSPITALITY MANAGEMENT</b>					Periods	<b>9</b>	
Distinctive characteristics - Seven Ps of Marketing–Segmentation., Targeting and Positioning - Future trends in Hospitality Industry: Usage of CRS in Hotel Industry, Chain of hotels- Role of Associations in hospitality management								
						<b>Total Periods</b>	<b>45</b>	



<b>SUGGESTED TEXTS AND REFERENCE MATERIALS</b>	
1.	Gray and Ligouri: Hotel and Motel Management and operations (Delhi: Prentice Hall India) 2002
2.	Andrews: Hotel front office training manual Bombay: Tata McGraw Hill, 2002.
3.	Negi: Hotels for Tourism Development Delhi: Metropolitan India, 2004. Negi: Professional Hotel Management Delhi: S.Chand 2003

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Course code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ESE	Total
<b>P14BASHT03</b>	<b>Tourism Products and Marketing</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>50</b>	<b>50</b>	<b>100</b>

<b>Objectives</b>	To know the major Tourist places in India and to understand the cultural differences across various religions. To innovate the marketing efforts to sell tourism products.							
<b>Unit – I</b>	<b>SOCIO CULTURAL RESOURCE I</b>					Periods	<b>9</b>	
Architectural Heritage of India: Historical monuments of tourism significance – ancient, medieval and modern – Important historical/archaeological sites, Museum, art galleries and libraries – their location, assets and characteristics.								
<b>Unit – II</b>	<b>SOCIO CULTURAL RESOURCE II</b>					Periods	<b>9</b>	
Important shrines (4 each) of the Hindus, Buddhist, Jain, Sikh, Muslim, Christians and others. Performing Arts – Classical dance forms and styles, Indian folk dance, classical vocal music gharanas/schools. Handicrafts & Handloom Fairs and festivals of India.								
<b>Unit – III</b>	<b>NATIONAL TOURIST RESOURCE</b>					Periods	<b>9</b>	
Tourist resource potential in mountain with special reference to Himalayas. India's main desert areas, desert safaris and desert festival. Coastal areas, beaches and islands: with special reference to Andaman and Nicobar islands								
<b>Unit – IV</b>	<b>INTRODUCTION TO MARKETING</b>					Periods	<b>9</b>	
The Concept of marketing, Nature, classification and characteristics of services and their marketing implications. Methodology considerations and pricing of Tour Packing, designing and printing of Tour Brochure								
<b>Unit – V</b>	<b>TOURISM MARKETING</b>					Periods	<b>9</b>	
Service characteristics of tourism. Unique features of tourist demand and tourism product, Tourism marketing mix. Marketing of Tourism. Services : Marketing of Airlines, Hotel, Resort, Travel Agencies and other tourism related services-Challenges and strategies								
						<b>Total Periods</b>	<b>45</b>	

<b>SUGGESTED TEXTS AND REFERENCE MATERIALS</b>	
1.	Acharya, Ram: Tourism and Cultural Heritage of India
2.	Basham A.L.: The wonder that was India
3.	Negi: Hotels for Tourism Development Delhi: Metropolitan India, 2004. Negi: Professional Hotel Management Delhi: S.Chand 2003
4.	Bharatiya Vidya Bhawan: Imperial Unity
5.	Kotler, Philip: Marketing and Management, Universal Publications, New Delhi.

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<b>P14BASHC01</b>	<b>Health Care Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>50</b>	<b>50</b>	<b>100</b>

<b>Objectives</b>	To introduce the basics of hospitals and its administration. To know the laws governing the functioning of hospitals and the characteristics of effectively functioning hospitals.							
<b>Unit – I</b>	<b>CONCEPT OF HOSPITALS</b>					Periods	<b>9</b>	
Planning and design of hospital (building and physical layout) – Space required for separate function – different types of hospitals – problems and constraints in different type of hospitals – structure of different types of hospital. history of hospital development- Department and organization. Departmentation in Hospital - Organisation – structure – Vertical & Horizontal – Clinical & Non clinical – supportive & ancillary services								
<b>Unit – II</b>	<b>PATIENT CARE</b>					Periods	<b>9</b>	
Introduction, Importance of improving the quality care of patients, role of natural and human resources in patient care management, patient counseling: for surgical procedures, for treatment, grief counseling; protocols, medicare standards								
<b>Unit – III</b>	<b>HOSPITAL ADMINISTRATION</b>					Periods	<b>9</b>	
Role of Medical Superintendent, Hospital Administrator, Resident Medical Officer, Night Duty Executive; Public and guest relation; importance in patient care, information regarding patients, code of press relations, medical information, patient information booklets, attendants' management.								
<b>Unit – IV</b>	<b>LEGAL RESPONSIBILITIES</b>					Periods	<b>9</b>	
Essential documents, state licensure, civil rights, authority of examination, treatments, autopsy, responsibilities of medical staff, tort liability, insurance, use of investigational drugs. General policies and procedures of the hospitals for patients and personnel. Need, legal implications, Pollution Control Board Act, Safe Collection, segregation, disposal, dumping, incineration and training.								
<b>Unit – V</b>	<b>LAWS RELATED TO MEDICAL PRACTICE</b>					Periods	<b>9</b>	
Code of ethics – introduction – professional ethics – personal qualities of the medical professional. Medical council act – clinical trials – disability act – legal aspects of medical records – transplantation of human organ act – prevention of food and adulteration act – medical termination of pregnancy act, 1971 – birth and death registration act – sex determination act – Indian mental health act, 1987								
						<b>Total Periods</b>	<b>45</b>	

<b>SUGGESTED TEXTS AND REFERENCE MATERIALS</b>	
1.	Liewellyne Davis and H.M. Macacaulay, Hospital Administration and Planning, JP Brothers, New Delhi
2.	S.G. Kabra, Medical Audit
3.	Arun Kumar (ed) Encyclopedia of Hospital Administration and Development, Anmol Publications, New Delhi, 2000.
4.	Srinivasan, A.V. (ed), Managing a Modern Hospitals, Response Books, New Delhi, 2000.
5.	Environment Management Systems, ISO 14000 Documents.



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Course code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ESE	Total
<b>P14BASHC02</b>	<b>Patient Care Operations in Hospitals</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>50</b>	<b>50</b>	<b>100</b>

<b>Objectives</b>	To understand the expectations and rights of patient in hospital. To familiarize with the patient care activities and the quality dimensions of patient care services.							
<b>Unit – I</b>	<b>PATIENT CARE – INTRODUCTION</b>					Periods	<b>9</b>	
Meaning and scope of patient care services – significance of patient care – role of administration in patient care – classification of Hospital.								
<b>Unit – II</b>	<b>FRONT OFFICE IN HOSPITALS</b>					Periods	<b>9</b>	
Front office services – outpatient services – inpatient services – Accident and Emergency services – Billing services.								
<b>Unit – III</b>	<b>LABORATORY SERVICES</b>					Periods	<b>9</b>	
Lab services – Radiology and Imaging services – Rehabilitation services – Blood bank services – Telemedicine								
<b>Unit – IV</b>	<b>OPERATIONS AND NURSING SERVICES</b>					Periods	<b>9</b>	
Operation theatre – Intensive care units – Hospital acquired infections – Sterilization – Nursing services – Ward Management								
<b>Unit – V</b>	<b>QUALITY CONTROL DIMENSIONS</b>					Periods	<b>9</b>	
Concept of quality – Quality control – Quality assurance – ISO 9000 standards – TQM – Accreditation – NABL – JCAHQ – Quality manual – Medical tourism								
						<b>Total Periods</b>	<b>45</b>	

<b>SUGGESTED TEXTS AND REFERENCE MATERIALS</b>	
1.	Management process in Health care - S.Srinivasan
2.	Hospital Department Profiles - Gold Berry A.J



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<b>P14BASHC03</b>	<b>Supportive Services to Hospital Operations</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>50</b>	<b>50</b>	<b>100</b>

<b>Objectives</b>	To get an exposure about the supportive services to the hospital operations and finding the effective ways to deliver quality services of such nature.							
<b>Unit – I</b>	<b>NUTRITION AND PHARMACY SERVICES</b>					Periods	<b>9</b>	
Nutrition and dietary services – pharmacy services – Medical records services								
<b>Unit – II</b>	<b>NON-MEDICAL SERVICES</b>					Periods	<b>9</b>	
Facilities Engineering – Maintenance of Civil Assets- Electrical supply and water supply – Medical gas pipeline – plumbing and sanitation – Air conditioning system – Hot water and steam supply – Communication system – Biomedical engineering department in modern hospital								
<b>Unit – III</b>	<b>HOUSE KEEPING SERVICES</b>					Periods	<b>9</b>	
Laundry services – Housekeeping services – Energy conservation methods- Cost containment measures in a hospital								
<b>Unit – IV</b>	<b>TRANSPORTATION AND SECURITY SERVICES</b>					Periods	<b>9</b>	
Transportation services – Mortuary services – Hospital security services								
<b>Unit – V</b>	<b>PHYSICAL CHALLENGES IN HOSPITALS</b>					Periods	<b>9</b>	
Disaster management – Fire Hazards – Engineering Hazards – Radiology hazards								
						<b>Total Periods</b>	<b>45</b>	

<b>SUGGESTED TEXTS AND REFERENCE MATERIALS</b>	
1.	Hospital and facilities planning and Design-G.D.Kunders
2.	Hand Book of Bio-Medical Engineering-Jacob Kline
3.	Clinical Engineering Principles and Practices-Webster J.G. and Albert M.Cook
4.	Maintenance Planning and Control-Antony Kelly
5.	Hospital Engineering in Developing Country-Hans Pfeiff, Veera



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Course code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ESE	Total
<b>P14BASCF01</b>	<b>Costume and Fashion Industry – An Introduction</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>50</b>	<b>50</b>	<b>100</b>

<b>Objectives</b>	<ul style="list-style-type: none"> <li>To keep track on the recent trends in Fashion Industry and to get training on various ornament making.</li> </ul>							
<b>Unit – I</b>	<b>FASHION CONCEPT</b>					Periods	<b>9</b>	
Meaning of Fashion, Origin of Fashion, Meaning of Fashion Designing, Classification of Fashion, Influence of Fashion; Fashion illustration and Fashion cycle.								
<b>Unit – II</b>	<b>FASHION INDUSTRY AND FASHION PROMOTION</b>					Periods	<b>9</b>	
Fashion Industry - Boutique and its importance, present structure of Fashion industry; Textiles and materials in Fashion industry; the structure of the Fashion market. Fashion Promotion – Impact of Fashion promotion; Fashion Advertising and its objectives, fashion journalism and its objectives								
<b>Unit – III</b>	<b>CAREER IN FASHION</b>					Periods	<b>9</b>	
Scope of Fashion business, choosing a career in Fashion, Career in Manufacturing, Designing, Career in Retailing, Residential Buying office careers, Career in Fashion service organizations, Freelancing								
<b>Unit – IV</b>	<b>ORNAMENT MAKING</b>					Periods	<b>9</b>	
Hand bags, Purses / Wallets / Cell Phone covers, Chains, Bangles / Bracelets, Slippers / Shoes, Ear rings Finger rings / toe rings, Belts, Hair bands, Anklets, A set. of Bridal Ornaments								
<b>Unit – V</b>	<b>DRAPING FOR FASHION DESIGN</b>					Periods	<b>9</b>	
Flared skirt, Gore skirt, Baba suit, Middi and middi top, T-shirt and shorts, Kurta and Pyjama, ¾ pants and Tops, Full Gown, SalwarKameez, Churidhar, Lachaas - Flowing skirt and short tops, Middi and Tops, Night gown with shawl collar, T-shirt and Bermudas, Shirt and Pant								
						<b>Total Periods</b>	<b>45</b>	

<b>SUGGESTED TEXTS AND REFERENCE MATERIALS</b>	
1.	Suzanne G. Marshall, Hazel O. Jackson M. Sue Stanley, Mary Kefgen,
2.	Individuality in clothing Selection and Personal Appearance, Phyllis Touchie Specent, New Jersey, 2000
3.	Kitty G. Dickerson, Inside the Fashion Business, Pearson Education, Singapore, 2003.
4.	Costumes of Indian and Pakistan, Das S N, D B Taraporeva Ia Sons & Co, Bombay (1958) ""
5.	Historic Costume, Chas A, 'Bernard and Co, illinois (1961)



**VIVEKANANDHA COLLEGE OF ENGINEERING FOR WOMEN**  
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Programme	<b>M.B.A.</b>	Programme code	<b>313</b>	Regulation	<b>2014</b>
Department	<b>MASTER OF BUSINESS ADMINISTRATION</b>		Semester	<b>III</b>	

Course code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ESE	Total
<b>P14BASCF02</b>	<b>Fashion Merchandising</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>50</b>	<b>50</b>	<b>100</b>

<b>Objectives</b>	To understand the practices of Fashion merchandising and promoting the Fashion products.			
<b>Unit – I</b>	<b>FASHION MERCHANDISING – AN INTRODUCTION</b>	Periods	<b>9</b>	
Introduction to Merchandising, Understanding fashion Merchandising, Scope of Merchandising, Fashion merchandising terminology, Role of Merchandiser				
<b>Unit – II</b>	<b>BUYER MANAGEMENT</b>	Periods	<b>9</b>	
Types of Merchandising - Export House - manufacturer - Buying house, Buying Agency - Selection of Buyer's & Buying Agency				
<b>Unit – III</b>	<b>CORE ACTIVITIES IN FASHION MERCHANDISING</b>	Periods	<b>9</b>	
Pre-buying Activity, Fabric types, properties and Behavior, selection of Fabric, Garment construction, Quality requirements; quality problems, Merchandiser's role after production, Delivery date extension, transport delays - Natural calamities, Importance of LC amendments				
<b>Unit – IV</b>	<b>FASHION TREND SETTING</b>	Periods	<b>9</b>	
Knowledge of Fashion Trends, Brands and Designers, Introduction to international designers, Business opportunities and avenues, Interdepartmental relationship for merchandiser, Boutique handling				
<b>Unit – V</b>	<b>PROMOTING FASHION PRODUCTS</b>	Periods	<b>9</b>	
Marketing analysis - Advertising and Media Planning, Fashion shows and other events, Industry tour and Project. Role play, Surveys and organizing of exhibitions				
			<b>Total Periods</b>	<b>45</b>



<b>SUGGESTED TEXTS AND REFERENCE MATERIALS</b>	
1.	Fashion Design and Product Development, Harold Carr and John Pomeroy, Black well Science Inc, Cambridge (1992)
2.	Fashion marketing, Mike Basey, Oxford University press, WynfordDrive, Don Mills, Ontario (1995).
3.	Introduction to Fashion, Patrick John, B T Batsford Ltd, Ireland, Fullham road, London (1992).
4.	Fashion From Concepts to Consumer, Stephens Frings, Prentice Hall, 7th Edition 2002.

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Programme	<b>M.B.A.</b>	Programme code	<b>313</b>	Regulation	<b>2014</b>
Department	<b>MASTER OF BUSINESS ADMINISTRATION</b>		Semester	<b>III</b>	

Course code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P		C	CA	ESE
<b>P14BASCF03</b>	<b>CAD in Fashion Designing</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>50</b>	<b>50</b>	<b>100</b>

<b>Objectives</b>	To give an exposure on the role of computers in Fashion designing and color graphics. To get training on the commercial applications of the designing software			
<b>Unit – I</b>	<b>COMPUTERS IN GARMENT MANUFACTURING</b>	Periods	<b>9</b>	
Computer Basics- computer specifications- input / output devices - concept of CIM Computer Aided Fashion- Computer Aided Garment Manufacture CorelDraw Development of designs for surface decorations				
<b>Unit – II</b>	<b>PATTERN MAKING</b>	Periods	<b>9</b>	
Computer Pattern making, grading, and marker planning, Draping on Mannequins to check the fitting and texture mapping Study of LECTRA, GERBER and other software's Enterprise resource planning, supply chain management.				
<b>Unit – III</b>	<b>COMPUTER APPLICATIONS IN SEWING AND EMBROIDERY</b>	Periods	<b>9</b>	
Computer Application in Sewing and embroidery – Computer Aided color matching – Computer controlled overhead transport and warehouse storage systems				
<b>Unit – IV</b>	<b>COLOR GRAPHICS IN CAD</b>	Periods	<b>9</b>	
The impact of colour graphics of clothing design - CAD in fabric design - CAD in clothing design- Computer colour graphics- creating visual images.				
<b>Unit – V</b>	<b>COMMERCIAL APPLICATIONS OF CAD</b>	Periods	<b>9</b>	
Computer Applications in Fabric Design, Creating weave designs, creating jacquard designs				
			<b>Total Periods</b>	<b>45</b>



<b>SUGGESTED TEXTS AND REFERENCE MATERIALS</b>	
1.	Gray and Ligouri: Hotel and Motel Management and operations (Delhi: Prentice Hall India) 2002
2.	Andrews: Hotel front office training manual Bombay: Tata McGraw Hill, 2002.
3.	Softwares; Adobe PhotoShop, CorelDraw, TukaCAD, Tuka Studio
4.	Computer Aided Design and Manufacturing, Groover M P, Zimmers E W, Prentice hall International
5.	CAD in Clothing and Textiles, Winfred Aldrich, II

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Department	<b>MASTER OF BUSINESS ADMINISTRATION</b>		Semester	<b>III</b>	

Course code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ESE	Total
<b>P14BASBM01</b>	<b>Management of Banking &amp; Financial Institutions</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>50</b>	<b>50</b>	<b>100</b>

<b>Objectives</b>	To understand the functional architecture of Banking industry in India and its role in the regulating the institutions of its nature						
<b>Unit – I</b>	<b>FINANCIAL SYSTEM IN INDIA</b>					Periods	<b>9</b>
Introduction - Evolution of Banking - Phases of development -RBI and the Financial System - Committees on Banking Sector Reforms - Prudential Banking -- RBI Guidelines and directions							
<b>Unit – II</b>	<b>ORGANIZATION, STRUCTURE AND FUNCTIONS OF RBI AND COMMERCIAL BANKS</b>					Periods	<b>9</b>
Introduction -Origination, Structure and Functions of RBI and Commercial Banks - Role of RBI and Commercial Banks - Lending and Operation policies - Banks as Intermediaries - NBFCs - Growth of NBFCs - FDI in Banking Sector - Banking Regulations - Law and Practice.							
<b>Unit – III</b>	<b>RISK MANAGEMENT IN BANKS</b>					Periods	<b>9</b>
Introduction - Asset/Liability Management Practices -Credit Risk Management - Credit Risk Models - Country Risk Management - Insurance Regulations and Development Authority (IRDA)							
<b>Unit – IV</b>	<b>FINANCIAL INSTITUTIONS AND DEVELOPMENT BANKING</b>					Periods	<b>9</b>
Introduction - Origin, Growth andLending Policies of Terms lending Institutions - Working of IDBI - IFCI - STCs - SIDBI - LIC - GIC - UTI - Role of Financial Institutions in Capital Market.							
<b>Unit – V</b>	<b>NEW FINANCIAL INSTRUMENTS AND INSTITUTIONS</b>					Periods	<b>9</b>
Private Banks - Old generation and Newgeneration private banks - Foreign Banks - NSE - Depositories - DFHI • New Equity and Debt Instruments - SEBI and RBI guidelines							
						<b>Total Periods</b>	<b>45</b>



<b>SUGGESTED TEXTS AND REFERENCE MATERIALS</b>	
1.	Koch W Timothy and Scott S Macdonald, "Bank Management" Thomson (South-Western), Bangalore 2005 (Text Book)
2.	Khan M Y., "Indian Financial System", Tata McGraw Hill, New Delhi, 2004
3.	Srivastava, RM ., "Management of Indian Financial Institutions", Himalaya Publishing House, Mumbai, 2005
4.	Avadhani V A., "Investments and Securities Markets in India", Himalaya Publishing House, Mumbai, 2004
5.	Srinivasan NP and Saravanavel, P., "Development Banking in India and Abroad", Kalyani Publications, Ludhiyana, 2001

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Programme	<b>M.B.A.</b>	Programme code	<b>313</b>	Regulation	<b>2014</b>
Department	<b>MASTER OF BUSINESS ADMINISTRATION</b>		Semester	<b>III</b>	

Course code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ESE	Total
<b>P14BASBM02</b>	<b>Banking Technology Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>50</b>	<b>50</b>	<b>100</b>

<b>Objectives</b>	To study the role of technology in delivering the Banking products and finding out effective ways to innovate the technology driven banking products.								
<b>Unit – I</b>	<b>BANK OPERATION AND CORE BANKING</b>					Periods	<b>9</b>		
Introduction and Evolution of Bank Management - Technological Impact in Banking Operations - Total Branch Computerization - Concept of Opportunities - Centralized Banking - Concept, Opportunities, Challenges & Implementation									
<b>Unit – II</b>	<b>DELIVERY CHANNELS</b>					Periods	<b>9</b>		
Overview of delivery channels - Automated Teller Machine (ATM) - Phone Banking - Call centers - Internet Banking - Mobile Banking - Payment Gateways - Card technologies - MICR electronic clearing									
<b>Unit – III</b>	<b>BACK OFFICE OPERATIONS</b>					Periods	<b>9</b>		
Bank back office management - Inter branch reconciliation - Treasury Management - Forex Operations - Risk Management - Data centre Management - Net work Management - Knowledge Management (MIS/DSS/EIS) - Customer Relationships Management (CRM)									
<b>Unit – IV</b>	<b>INTERBANK PAYMENT SYSTEM</b>					Periods	<b>9</b>		
Interface with Payment system Network - Structured Financial Messaging system - Electronic Fund transfer - RTGS - Negotiated Dealing Systems & Securities Settlement Systems - Electronic Money • E Cheques									
<b>Unit – V</b>	<b>CONTEMPORARY ISSUES IN BANKING TECHNIQUES</b>					Periods	<b>9</b>		
Analysis of Rangarajan Committee Reports - E Banking - Budgeting - Banking Softwares - Case study: Analysis of Recent Core Banking Software.									
							<b>Total Periods</b>	<b>45</b>	



<b>SUGGESTED TEXTS AND REFERENCE MATERIALS</b>	
1.	Financial Services Information Systems - Jessica Keyes Auerbach publication; 2nd edition (March 24, 2000)(Text Book)
2.	Kaptan S S & Choubey N S., "E-Indian Banking in Electronic Era", Sarup & Sons, New Delhi, 2003
3.	Vasudeva, "E - Banking", Common Wealth Publishers, New Delhi, 2005
4.	Turban Rainer Potter, Information Technology, John Wiley & Sons Inc
5.	Banking Technology - Indian Institute of Bankers Publication

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Department	<b>MASTER OF BUSINESS ADMINISTRATION</b>		Semester	<b>III</b>	

Course code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ESE	Total
<b>P14BASBM03</b>	<b>Legal &amp; Regulatory Aspects of Banking</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>50</b>	<b>50</b>	<b>100</b>

<b>Objectives</b>	To understand the Legal and Regulatory framework of Indian Banking Industry and its role in protecting the customers and service providers.		
<b>Unit – I</b>	<b>REGULATIONS AND COMPLIANCE</b>	Periods	<b>9</b>
Provisions of RBI Act, 1934, Banking Regulation Act, 1949, Banking Companies (Acquisition and transfer of undertaking Act 1970 & 1980) - Government and RBI's Powers - opening of new banks and branch licensing - constitution of board of directors and their rights - bank share holders and their rights - CRR / SLR concepts - Cash Currency management - Winding up, amalgamation and mergers - powers to control advances - audit and inspection - supervision and control - disclosure of accounts and balance sheets - submission of returns to RBI - Corporate Governance.			
<b>Unit – II</b>	<b>LEGAL ASPECTS OF BANKING OPERATIONS</b>	Periods	<b>9</b>
Case laws on responsibility of paying /collecting banker indemnities / guarantees - scope and application - obligation of a banker - precautions and rights-laws relating to bill finance, LC and Deferred payments - Law relating to securities - valuation of securities - modes of charging securities - lien, pledge, mortgage, hypothecation etc. - registration of firms / companies - creation of charge and satisfaction of charge.			
<b>Unit – III</b>	<b>BANKING RELATED LAWS</b>	Periods	<b>9</b>
Law of limitation - provisions of Bankers Book Evidence Act - special features of Recovery of Debts due to Banks and Financial Institutions Act, 1993 - TDS - Banking Cash Transaction Tax, Service Tax, Asset Reconstruction Companies - The Securitisation and Reconstruction of Financial Assets and Enforcement of Security Interest Act, 2002 - The Consumer Protection Act, 1986 - Banking Ombudsman - Lok Adalats - Lender's Liability Act			
<b>Unit – IV</b>	<b>COMMERCIAL LAWS WITH REFERENCE TO BANKING OPERATIONS</b>	Periods	<b>9</b>
Indian Contract Act, 1872 (Indemnity, Guarantee, Bailment, Pledge and Agency etc) - The Sale of Goods Act, 1930 (Sale and Agreement to sell) - The Companies Act, 1956 - Definitions-features of company - Memorandum, Articles of Association, Doctrine of Ultravires, indoor management - members and registration of members, prospectus and directors etc.			
<b>Unit – V</b>	<b>INDIAN PARTNERSHIP ACT 1932</b>	Periods	<b>9</b>
Definition, types of partnership, relation of partners to one another - Minor admitted to the benefits of partnership - Dissolution of firm, effect of non-registration - The Transfer of Property Act - Foreign Exchange Management Act, 2000 - Prevention of Money Laundering Act - Right to information Act - Information Technology Act.			
		<b>Total Periods</b>	<b>45</b>

<b>SUGGESTED TEXTS AND REFERENCE MATERIALS</b>	
1.	Legal & Regulatory Aspects of Banking - By Indian Institute of Banking & Finance - Macmillan

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Department	<b>MASTER OF BUSINESS ADMINISTRATION</b>		Semester	<b>III</b>	

Course code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ESE	Total
<b>P1BASBM04</b>	<b>ITInfrastructure Management for Banks</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>50</b>	<b>50</b>	<b>100</b>

<b>Objectives</b>	To update the information technology revolution and its impact on Banking Industry.			
<b>Unit – I</b>	<b>INTRODUCTION TO IT GOVERNANCE</b>	Periods	<b>9</b>	
Corporate Governance and IT Governance - ITGovernance Institute - IT compliance initiatives - Sarbanes Oxley - Basel II - Relationships to other IT disciplines - overview of IT Governance Frameworks - COSO, ITIL, COBIT, ISO 17799, CMMI				
<b>Unit – II</b>	<b>RISK MANAGEMENT</b>	Periods	<b>9</b>	
Introduction - COSO - COSO's Enterprise Risk ManagementIntegrated Framework - Internal Environment - Objectives Setting • Event Identification - Risk Assessment - Risk Response - Control Activities - Information and Communication - Monitoring - Case Studies of COSO				
<b>Unit – III</b>	<b>INFRASTRUCTURE MANAGEMENT AND ITIL</b>	Periods	<b>9</b>	
Introduction to ITIL Framework - IT ServicesManagement Forum - ITIL publications - IT Service Management - Service Support - Incident Management - Problem Management - Configuration Management - Change Management - Release Management - Service Desk Management				
<b>Unit – IV</b>	<b>SERVICE DELIVERY</b>	Periods	<b>9</b>	
Service Level Management - Financial Management for IT Services- Capacity Management - IT Service Continuity Management - Availability Management - Security Management - Case Studies of ITIL Framework				
<b>Unit – V</b>	<b>INTRODUCTION TO COBIT FRAMEWORK</b>	Periods	<b>9</b>	
IT Governance and COBIT - Focus Areas -COBIT framework reference process model - Maturity Models - COBIT Framework - Plan & Organize - Acquire & Implement - Deliver and Support - Monitor and Evaluate - COBIT Case Studies: Application of existing IT framework for financial Institutions.				
			<b>Total Periods</b>	<b>45</b>

<b>SUGGESTED TEXTS AND REFERENCE MATERIALS</b>	
1.	IT Governance: How top performers manage IT decision right for superior results, Peter Weill, Jeanne Ross, Harvard Business School Press, June 2004(Text book)
2.	COSO Enterprise Risk Management: Understanding the New Integrated ERM Framework (Hardcover), Robert Moeller, Wiley Publishers
3.	COBIT Framework Reference Manual
4.	Foundations of IT service management based on ITIL, Jan Van Bon, Van Haren Publishing, 2 Rev. Ed. 2005
5.	ITIL Complete Library (OGC Best Practice Series), Office of Government Commerce, Stationery Office 2nd Edition,2000



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Programme	<b>M.B.A.</b>	Programme code	<b>313</b>	Regulation	<b>2014</b>
Department	<b>MASTER OF BUSINESS ADMINISTRATION</b>		Semester	<b>IV</b>	

Course code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ESE	Total
<b>P14BA421</b>	<b>Creativity, Innovation &amp; Entrepreneurship</b>	<b>3</b>	<b>0</b>	<b>3</b>	<b>3</b>	<b>50</b>	<b>50</b>	<b>100</b>

<b>Objectives</b>	To understand the nuances involved in Creativity & Innovation. To get hands on experience in applying creativity in problem solving		
<b>Unit – I</b>	<b>INTRODUCTION</b>	Periods	<b>10</b>
Need for Creative and innovative thinking for quality – Essential theory about directed creativity, components of Creativity, Methodologies and approaches, individual and group creativity, organizational role in creativity, types of innovation, barriers to innovation, innovation process, establishing criterion for assessment of creativity & innovation. Definitions and theory of mechanisms of mind heuristics and models : attitudes, Approaches and Actions that support creative thinking - Unifying principle of data management for scientific visualization – Visualization benchmarking			
<b>Unit – II</b>	<b>CREATIVITY AND INNOVATION</b>	Periods	<b>10</b>
Methods and tools for Directed Creativity – Basic Principles – Tools that prepare the mind for creative thought – stimulation – Development and Actions: - Processes in creativity ICEDIP – Inspiration, Clarification, Distillation, Perspiration, Evaluation and Incubation – Creativity and Motivation - Achieving Creativity – Introduction to TRIZ methodology of Inventive Problem Solving - the essential factors – Innovator’s solution – creating and sustaining successful growth – Managing the Strategy Development Process – The Role of Senior Executive in Leading New Growth – Passing the Baton			
<b>Unit – III</b>	<b>BUSINESS PLAN PREPARATION</b>	Periods	<b>10</b>
Sources of Product for Business - Prefeasibility Study - Criteria for Selection of Product - Ownership - Capital - Budgeting Project Profile Preparation - Matching Entrepreneur with the Project - Feasibility Report Preparation and Evaluation Criteria.			
<b>Unit – IV</b>	<b>LAUNCHING OF SMALL BUSINESS</b>	Periods	<b>10</b>
Finance and Human Resource Mobilization Operations Planning - Market and Channel Selection - Growth Strategies - Product Launching – Incubation, Venture capital, IT startups.			
<b>Unit – V</b>	<b>MANAGEMENT OF SMALL BUSINESS</b>	Periods	<b>5</b>
Monitoring and Evaluation of Business - Preventing Sickness and Rehabilitation of Business Units – Effective Management of Small Business			
		<b>Total Periods</b>	<b>45</b>

<b>SUGGESTED TEXTS AND REFERENCE MATERIALS</b>	
1.	Rousing Creativity: Think New Now Floyd Hurr, ISBN 1560525479, Crisp Publications Inc. 1999
2.	Geoffrey Petty, "how to be better at Creativity", The Industrial Society 1999
3.	Clayton M. Christensen Michael E. Raynor, "The Innovator’s Solution", Harvard Business School Press Boston, USA, 2003
4.	Semyon D. Savransky, "Engineering of Creativity – TRIZ", CRC Press New York USA, " 2000
5.	Hisrich, Entrepreneurship, Tata McGraw Hill, New Delhi, 2001.



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Department	<b>MASTER OF BUSINESS ADMINISTRATION</b>		Semester	<b>IV</b>	

Course code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ESE	Total
<b>P14BA422</b>	<b>Enterprise Resource Planning</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>50</b>	<b>50</b>	<b>100</b>

<b>Objectives</b>	To understand the business process of an enterprise and To grasp the activities of ERP project management cycle to understand the emerging trends in ERP developments.								
<b>Unit – I</b>	<b>INTRODUCTION</b>					Periods	<b>8</b>		
Overview of enterprise systems – Evolution - Risks and benefits - Fundamental technology - Issues to be consider in planning design and implementation of cross functional integrated ERP systems									
<b>Unit – II</b>	<b>ERP SOLUTIONS AND FUNCTIONAL MODULES</b>					Periods	<b>10</b>		
Overview of ERP software solutions- Small, medium and large enterprise vendor solutions, BPR, and best business practices - Business process Management, Functional modules.									
<b>Unit – III</b>	<b>ERP IMPLEMENTATION</b>					Periods	<b>10</b>		
Planning Evaluation and selection of ERP systems - Implementation life cycle - ERP implementation, Methodology and Frame work- Training – Data Migration. People Organization in implementation- Consultants, Vendors and Employees.									
<b>Unit – IV</b>	<b>POST IMPLEMENTATION</b>					Periods	<b>8</b>		
Maintenance of ERP- Organizational and Industrial impact; Success and Failure factors of ERP Implementation.									
<b>Unit – V</b>	<b>EMERGING TRENDS IN ERP</b>					Periods	<b>9</b>		
Extended ERP systems and ERP add-ons -CRM, SCM, Business analytics - Future trends in ERP systems- web enabled, Wireless technologies, cloud computing.									
							<b>Total Periods</b>	<b>45</b>	

<b>SUGGESTED TEXTS AND REFERENCE MATERIALS</b>	
1.	Alexis Leon, ERP demystified, second Edition Tata McGraw-Hill, 2008.
2.	Sinha P. Magal and Jeffery Word, Essentials of Business Process and Information System, Wiley India, 2012
3.	Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill, 2008
4.	Alexis Leon, Enterprise Resource Planning, second edition, Tata McGraw-Hill, 2008
5.	MahadeoJaiswal and Ganesh Vanapalli, ERP Macmillan India, 2009

## ANNEXURE I

**Programme: M.B.A**

### List of Service Courses

<b>SEMESTER</b>	<b>COURSE CODE</b>	<b>COURSE NAME</b>	<b>SERVICE PROGRAMME</b>
VI	U14BA601	Principles of Management	B.E. (ECE)
VII	U14BA702	Management Concepts and Practices	B.E. (EEE)
VIII	U14BA803	Industrial Economics and Management	B.E. (EEE)
VIII	U14BA804	Principles of Management	B.Tech. (IT)
VIII	U14BA805	Total Quality Management	B.Tech. (BT)