

SRI KRISHNA COLLEGE OF ENGINEERING AND TECHNOLOGY

An Autonomous Institution Affiliated to Anna University

Kuniamuthur, Coimbatore - 641 008

VISION, MISSION AND QUALITY POLICY OF THE INSTITUTE

VISION

To produce globally competitive engineers with high ethical values and social responsibilities

MISSION

Our mission is to impart the highest quality of technical education, provide impetus to research and development, foster innovation in the technological growth, encourage entrepreneurship and strive to solve problems of mankind. We also endeavour to embed the greatest values of human life and inculcate the will to attain progress and prosperity in life in socially accepted norms, to remain an asset to our nation and be a part of its pride and heritage

QUALITY

We, at Sri Krishna College of Engineering and Technology are dedicated to provide quality technical education to the satisfaction of all our Customers through

- ✓ Motivating our students towards success.
- ✓ Involvement at all levels.
- ✓ Continual update of all facilities.
- ✓ Creating opportunities for placement.
- ✓ Providing education in a discipline atmosphere.
- ✓ Quality improvement of faculty.

SCHOOL OF MANAGEMENT

VISION

To be a World Class B-School to develop Graduates of Excellence in Employment, Entrepreneurship, Business Leadership and Consultancy through innovative Technologies, Research and Contemporary Management Practices.

MISSION

The mission of School of Management is to provide all the required inputs and support the students to gain a distinctive competitive edge and excel in the corporate world.

PROGRAMME EDUCATIONAL OBJECTIVES (PEOs):-

The following Programme Educational Objectives are designed based on the department mission

- i. To prepare the management graduates for gainful employment and engage them in the holistic application of management patterns in real life business environment.
- ii. To ease the management graduates to explore the entrepreneurial opportunities emanating in the domestic and global environment and capitalizing those opportunities into innovative business ventures.
- iii. To inculcate in management graduates academic interest and aptitude to actively pursue research and consultancy appointments.
- iv. To create responsibly and ethically committed corporate citizens with the thirst for knowledge through lifelong learning

PROGRAMME OUTCOMES (POs):-

Students in the Management Programme should possess the following at the time of their graduation

- a. An ability to apply knowledge of management, Science and Engineering.
- b. Proven ability to work with multidisciplinary teams
- c. An ability to apply the techniques, skills and innovative tools necessary for management practices
- d. An ability to capitalize the business opportunities emanating in the domestic and Planetary surroundings
- e. An ability to put across effectively in every business setting

- f. An ability to dissect and render data for pulling in job decisions
- g. An ability to develop schemes to achieve desired business outcomes
- h. An ability to identify, assess and solve managerial problems in a global environmental context
- i. An understanding of professional, ethical and social duties
- j. A recognition of the need for, and an ability to engage in lifelong learning
- k. A knowledge of contemporary topics in the area of management

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SCHOOL OF MANAGEMENT**Programme Advisory Committee**

S.No.	Name of the Faculty	Designation
1.	Dr. C.Ramakrishnan	Director/Convenor
2.	Dr.K.Nagarajan	Member
3.	Dr.D.Visagamoorthi	Member
4.	Dr.K.B.Sridevi	Member
5.	Dr.P.Thamaraiselvi	Member
6.	Dr.R.Prabusankar	Member
7.	Dr. V.Priyadarshini	Member
8.	Dr.N.Manicka Mahesh	Member
9.	Ms.P.Vijayalaksmi Menon	Member
10	Dr.M.V.Subha, Associate Professor, Faculty of Management Studies, Anna University, Coimbatore	Academic Expert
11.	Mr. G. Muruges, Srri Kandan Engineerings, Ganapathy, Coimbatore	Alumnus –Industry Expert
12.	Mr. B.Raghu, Asst. General Manager, Finolex Cables India Ltd. Coimbatore	Industry Expert
13.	Mr.V.Dharani Raj	Student Member
14.	Mr.R.Selvamuthukumar	Student Member
15.	Ms.N.G.Lakshmi	Student Member
16.	Ms.M.Kiruthika	Student Member

**SRI KRISHNA COLLEGE OF ENGINEERING AND TECHNOLOGY
COIMBATORE – 641008.**

PROGRAMME EVALUATION COMMITTEE

1.	Chairman	Dr. S. Annadurai, PRINCIPAL			
2.	Senior Academicians	1.	MECH Dept.	Dr. P.R. THYLA, Professor, Mech Dept.	PSG
		2.	MCT Dept.	Dr. VINOD, Professor & Head, Robotics & Automation Dept.	PSG
		3.	ECE Dept.	Dr. NESA SUDHA, Professor, ECE Dept.	Karunya
		4.	EEE Dept.	Dr. L. ASHOKKUMAR, Professor, EEE Dept.	PSG
		5.	CSE Dept.	Dr. LATHA PARAMESWARAN, Prof. & Head, CSE Dept.	Amrita University
		6.	IT Dept.	Dr. G. SUDHA SATHASIVAM, Professor, CSE Dept.	PSG
		7.	CIVIL Dept.	Dr. P.D. ARUMAI RAJ, Sr. Professor, Civil & Mech Dept.	Karunya
		8.	MCA Dept.	Dr. R. SHANMUGA LAKSHMI, Professor, CSE Dept.	GCE Salem
		9.	MBA Dept.	Dr. S. SANTHA KUMARI, Professor, School of Business	VIT
3.	Industrial Experts	1.	MECH Dept.	Mr. V. VENKATESWARAN, GM	Ammrun Industries
		2.	MCT Dept.	Mr. SRI GEETHNATH, VP	Hiro Tech Automation
		3.	ECE Dept.	Mr. THAMARAI KANNAN	Virtual Technology
		4.	EEE Dept.	Mr. G. UDAIYAKUMAR, MD	PrecicraftComponents India Private Limited
		5.	CSE Dept.	Mr. VISHNU POTHU, VP	CTS
		6.	IT Dept.	Mr. HARI PRASAD, Sr. Vice President	Payoda Technology
		7.	CIVIL Dept.	Dr. G.S. VENKATA SUBRAMANIAN, Managing Director	SG Structural Engineers
		8.	MCA Dept.	Dr. R. RANGARAJAN GOPAL,	Accent Technologies
		9.	MBA Dept.	SRI M. LAKSHMANAN, COO HR & Commercial	Kavin Engg & Services Pvt Ltd.
4.	Student Members	10 Students from All Braches			

**SRI KRISHNA COLLEGE OF ENGINEERING AND TECHNOLOGY
SCHOOL OF MANAGEMENT**

CURRICULUM STRUCTURE 2016-2017

Course Type	Trimester I		Trimester II		Trimester III		Trimester IV		Trimester V		Trimester VI		Total	
	No. of Courses	Credit	No. of Courses	Credit	No. of Courses	Credit	No. of Courses	Credit	No. of Courses	Credit	No. of Courses	Credit	No. of Courses	Credit
FG	2	4			1	1							3	5
FE	1		1	2									2	2
PC	4	10	5	13	5	14	2	5	2	6			18	48
PE							4	12	4	12			8	24
PP	1	2	1	2	1	2	1	2	1	2	1	8	6	18
MC	1		1		1								3	-
Total	9	16	8	17	8	17	7	19	7	20	1	8	40	97
Marks	700		700		700		700		700		100		3600	

TRIMESTER I

S. No.	Course Code	Courses	L/T/P	Contact Hours/Week	C	Int./Ext.	Type
1	16PN851	Business Communication	0/0/4	4	2	100/0	FG
2	16PN852	Inspirational Leadership	0/0/4	4	2	100/0	FG
3	16PN701/ 16PN702	Spoken Hindi/ French *	3/0/0	3	-	-	FE
4	16PN401	Management Principles and Organisational Behaviour	5/0/0	5	3	40/60	PC
5	16PN402	Managerial Economics	5/0/0	5	3	40/60	PC
6	16PN403	Business Accounting	4/0/0	4	3	40/60	PC
7	16PN451	Business Accounting Practical	0/0/2	2	1	100/0	PC
8	16PN951	Business Evolution and Insight	0/0/3	3	2	100/0	PP
9	16PN051	Innovation and Creativity	0/0/1	1	-	-	MC
TOTAL			17/0/14	31	16	700	

*Assessment at the end of the second trimester

TRIMESTER II

S. No.	Course Code	Courses	L/T/P	Contact Hours /Week	C	Int./Ext.	Type
1	16PN701/ 16PN702	Spoken Hindi/ French *	3/0/0	3	2	100/0	FE
2	16PN404	Business Mathematics & Statistics	5/1/0	6	3	40/60	PC
3	16PN405	Production and Operations Management	5/0/0	5	3	40/60	PC
4	16PN406	Marketing Management	5/0/0	5	3	40/60	PC
5	16PN407	Business Finance	5/0/0	5	3	40/60	PC
6	16PN452	Information Technology Applications-laboratory	0/0/2	2	1	100/0	PC
7	16PN952	Market Analysis-Field Study	0/0/4	4	2	100/0	PP
8	16PN052	Outbound Training	-	-	-		MC
TOTAL			23/1/6	30	17	700	

TRIMESTER III

S. No.	Course Code	Courses	L/T/P	Contact Hours /Week	C	Int./Ext.	Type
1	16PN801	Business Ethics	2/0/0	2	1	100/0	FG
2	16PN408	Human Resource Management	5/0/0	5	3	40/60	PC
3	16PN409	Business Research Methods	5/0/0	5	3	40/60	PC
4	16PN410	Quantitative Techniques for Managerial Decisions	5/0/0	5	3	40/60	PC
5	16PN411	Entrepreneurship and Small Business Management	5/0/0	5	3	40/60	PC
6	16PN412	Legal Aspects of Business	5/0/0	5	2	100/0	PC
7	16PN953	Business Analytics using SPSS	0/0/3	3	2	100/0	PP
8	16PN053	Aptitude Training	0/2/0	2	-	-	MC
TOTAL			27/2/3	32	17	700	

TRIMESTER IV

S. No.	Course Code	Courses	L/T/P	Contact Hours /Week	C	Int./Ext.	Type
1	16PN413	International Business	5/0/0	5	3	40/60	PC
2	16PN453	Managerial Skill Development	0/0/4	4	2	100/0	PC
3		ELECTIVE-1	5/0/0	5	3	40/60	PE
4		ELECTIVE-2	5/0/0	5	3	40/60	PE
5		ELECTIVE-3	5/0/0	5	3	40/60	PE
6		ELECTIVE-4	5/0/0	5	3	40/60	PE
7	16PN954	Internship Training			2	100/0	PP
TOTAL			25/0/4	29	19	700	

TRIMESTER V

S. No.	Course Code	Courses	L/T/P	Contact Hours /Week	C	Int./Ext.	Type
1	16PN414	Strategic Management	5/0/0	5	3	40/60	PC
2	16PN415	E-Business	5/0/0	5	3	40/60	PC
3		ELECTIVE-5	5/0/0	5	3	40/60	PE
4		ELECTIVE-6	5/0/0	5	3	40/60	PE
5		ELECTIVE-7	5/0/0	5	3	40/60	PE
6		ELECTIVE-8	5/0/0	5	3	-	PE
7	16PN955	Business Analysis and Simulation	0/0/3	3	2	100/0	PP
TOTAL			30/0/3	33	20	700	

TRIMESTER VI

S. No.	Course Code	Courses	L/T/P	Contact Hours /Week	C	Int./Ext.	Type
1	16PN956	Project Work and Viva Voce	0/0/30	30	8	40/60	PP
TOTAL			0/0/30	30	8	100	
GRAND TOTAL					97	3600	

LIST OF ELECTIVES

S. No.	Course Code	Courses	L/T/P	Contact Hours/Week	C	Int./Ext.	Type
1	16PN601	Corporate Finance	5/0/0	5	3	40/60	PE
2	16PN602	Banking and Insurance	5/0/0	5	3	40/60	PE
3	16PN603	Financial Services	5/0/0	5	3	40/60	PE
4	16PN604	Security Analysis and Portfolio Management	5/0/0	5	3	40/60	PE

5	16PN605	Financial Derivatives	5/0/0	5	3	40/60	PE
6	16PN606	Personal Finance	5/0/0	5	3	40/60	PE
7	16PN607	International Financial Management	5/0/0	5	3	40/60	PE
8	16PN608	Econometrics and Financial Modeling	5/0/0	5	3	100/0	PE
9	16PN609	Digital and Social Media Marketing	5/0/0	5	3	40/60	PE
10	16PN610	Advertising and Sales Promotion	5/0/0	5	3	40/60	PE
11	16PN611	Consumer Behavior	5/0/0	5	3	40/60	PE
12	16PN612	Services Marketing	5/0/0	5	3	40/60	PE
13	16PN613	Rural Marketing	5/0/0	5	3	40/60	PE
14	16PN614	Retail Management	5/0/0	5	3	40/60	PE
15	16PN615	Brand Management	5/0/0	5	3	40/60	PE
16	16PN616	Sales and Distribution Management	5/0/0	5	3	40/60	PE
17	16PN617	Industrial Relations and Labor Legislations	5/0/0	5	3	40/60	PE
18	16PN618	International Human Resource Management	5/0/0	5	3	40/60	PE
19	16PN619	Organizational Development	5/0/0	5	3	40/60	PE
20	16PN620	Training and Development	5/0/0	5	3	40/60	PE
21	16PN621	Performance Management and Compensation Practices	5/0/0	5	3	40/60	PE
22	16PN622	Human Resource Analytics	5/0/0	5	3	40/60	PE
23	16PN623	Talent Management	5/0/0	5	3	40/60	PE
24	16PN624	Diversity and Inclusion	5/0/0	5	3	40/60	PE
25	16PN625	Logistics and Supply Chain Management	5/0/0	5	3	40/60	PE
26	16PN626	Project Management	5/0/0	5	3	40/60	PE
27	16PN627	Technology Management and IPR	5/0/0	5	3	40/60	PE
28	16PN628	Total Quality Management	5/0/0	5	3	40/60	PE
29	16PN629	Lean Manufacturing	5/0/0	5	3	40/60	PE
30	16PN630	Product Design and Development	0/0/5	5	3	100/0	PE
31	16PN631	Manufacturing Systems	5/0/0	5	3	40/60	PE

32	16PN632	Business Process Re-engineering and Value Engineering	5/0/0	5	3	40/60	PE
33	16PN633	Enterprise Resource Planning	5/0/0	5	3	40/60	PE
34	16PN634	Customer Relationship Management	5/0/0	5	3	40/60	PE
35	16PN635	Data Warehousing and Mining	5/0/0	5	3	40/60	PE
36	16PN636	Decision Support Systems	5/0/0	5	3	40/60	PE
37	16PN637	System Analysis and Design	5/0/0	5	3	40/60	PE
38	16PN638	Cloud Computing and Information Security Management	5/0/0	5	3	40/60	PE
39	16PN639	Business Analytics	5/0/0	5	3	100/0	PE
40	16PN640	Software Project Management	5/0/0	5	3	40/60	PE
41	16PN641	Innovation, Incubation, Clusters and Technology Entrepreneurship	5/0/0	5	3	40/60	PE
42	16PN642	Emerging Business Models	5/0/0	5	3	40/60	PE
43	16PN643	Business Ventures and Expansion Strategies	5/0/0	5	3	40/60	PE
44	16PN644	Business Organization and Taxation	5/0/0	5	3	40/60	PE
45	16PN645	Venture Capital and Private Equity	5/0/0	5	3	40/60	PE
46	16PN646	Marketing Analytics	5/0/0	5	3	40/60	PE
47	16PN647	Financial Reporting and Statement Analysis	5/0/0	5	3	40/60	PE
48	16PN648	Marketing Research	5/0/0	5	3	40/60	PE
49	16PN649	Micro Finance	5/0/0	5	3	40/60	PE
50	16PN650	Startups and Venture Funding	5/0/0	5	3	40/60	PE
51	16PN651	Export Management and Documentation	5/0/0	5	3	40/60	PE
52	16PN652	Business Plan Development	5/0/0	5	3	40/60	PE

PROJECT

1	Business Research	Market Research
		HR Research
		Financial Analysis
		Product Design and Process Analysis

		Operations Research
2	Media Research	Print Media
		Audio-Visual Media
		Social Media
3	ICT Research	Software Development Projects
		Software Up gradation
		Web Analytics
		Cloud and Security Issues
		Data Mining and Ware housing Issues
4	Research on Entrepreneurship/ Startups/ Innovations	Market Survey
		Detailed Project Report Preparation
		Feasibility Studies
		Value Engineering
		Cost Reduction
		New Product Development
		Process Improvements
		Performance Appraisals (HR)
		Financial Performance Analysis
		Waste Disposal/ Environment Management
		Startups/Incubation/ Venture Funding
		Crowd Funding
5	Socio Economic Project	Solid Waste Management
		Projects on Common Effluent Treatment Plant
		Water Harvesting and Pollution Control
		Rural Employment
		Road Safety and Traffic Management
		Self Help Group
		Gender Issues
		Green Management
6	Open Project	Students will be permitted to do open projects also.

PREREQUISITES: Basic knowledge towards English language

COURSE OBJECTIVES

1. To emphasize and develop language skills to satisfy the needs of work environment
2. To develop the prominence of listening and reading practices using authentic business vocabulary.
3. To instil analytical thinking and logical reasoning to use LSRW skills in Business related situations.
4. To urge the need of effective communication in corporate sector with Business English.
5. To familiarize students with business terms

COURSE OUTCOMES

1. Develop Word Power
2. Enhance presentation skill
3. Augmentation of LSRW skills
4. Ability to communicate effectively

UNIT 1 Word Power

7

Vocabulary practice- Telephonic Conversation and Etiquette - Requests and obligation- Word Techniques-Formation

UNIT 2 Improving Communication

8

Improving Communication in spoken Language- Speaking Test Practice -Taking and Leaving Voice mail messages – Formal and Informal Language- Making accepting and declining invitations

UNIT 3 English for Managers

8

Letter Phrases- Writing Test Practice – Clarity in Written Language - Transcoding (Bar chart, Flow Chart)- Letter for calling quotations, replying for quotations- Placing an order and complaint - Job Application Letter and Resume Writing-Permission Letters

UNIT 4 Presentation skills

9

Paragraph Writing - Essay Writing- Check list- Letter to Inviting Dignitaries- Accepting Invitation- Declining Invitation - Presenting about job - Presenting about working conditions- Presenting about company history and structure – Presenting about company activities

UNIT 5 Business English

8

Report Phrases - Giving Directions – Asking for Information and Making Suggestions - Location - Company Performance- Describing Trends- Describing Cause and Effect- Language of Presentations

SELF STUDY:

1. Agenda of Meeting
2. Minutes of Meeting
3. Communication in Web

TOTAL: 40 hours

TEXT BOOKS:

1. Wood, Ian, Anne Williams with Anna Cowper Pass Cambridge BEC Preliminary, Cengage Learning, Second Edition, 2013
2. Dr Sumanth S, English for Engineers, Vijay Nicole Imprints Private Limited, 2005
3. Wood, Ian, Paul Sanderson, Anne Williams with Marjorie Rosenberg, Pass Cambridge BEC Vantage, Cengage learning, Second Edition, 2014.

REFERENCE BOOKS:

1. Whitby, Norman. Cambridge University Press- Students Book. 2013.
2. Jawahar, Jewelcy, Rathna P, English Work book, VRB Publications Pvt Ltd, 2006.
3. Gunasekaran S, 'A Text and Workbook of Technical English I', United Global Publishers, June 2010.

WEB REFERENCES:

http://college.cengage.com/communication/resources/students/speech/speechcom_res_links.html
<http://tbc.businesscommunicationnetwork.com/>
<https://www.iabc.com/>
<https://www.smashingmagazine.com/2009/02/clear-and-effective-communication-in-web-design/>

PREREQUISITES: Reading and listening skills

COURSE OBJECTIVES

1. To motivate the students to 'Leading' by examples
2. To train the students to interpret the leadership behaviors
3. To equip the students to apply and practice leadership patterns, beliefs and rules
4. To make them to enhance interpersonal skills and communication Skills
5. To facilitate the students to gain expertise in Making key decisions

COURSE OUTCOMES

1. Understanding good leadership behaviors
2. Insight into leadership patterns, beliefs and rules
3. Enhanced interpersonal skills and communication Skills
4. Making key decisions
5. Empowering, motivating and inspiring others

LIST OF EXERCISES (Any Two books student can select)

1. **Buffett: The Making of an American Capitalist.** Starting with little more than a keen eye for investing, Warren Buffett has amassed a great fortune to become one of the richest men in the world. Read this book to learn about the man behind the money and what type of mindset Buffett has that has enabled him to develop such a successful method of investing in both stocks and businesses.
2. **Inside Steve's Brain.** This biography of Steve Jobs details his life and even takes a look at particulars such as his management style and his impact on Apple. This biography seems to be better received than an earlier biography that prompted Apple to pull all books from this publisher off the shelves in all Apple retail stores in protest.
3. **The People's Tycoon: Henry Ford and the American Century.** Perhaps one of the most well-known American business success stories, the life of Henry Ford is chronicled in this biography. Learn how Ford went from his childhood on a farm in Michigan to work as an engineer in Detroit to establishing his own successful business filled with innovative ideas.
4. **The Magic Kingdom: Walt Disney and the American Way of Life.** Learn about the business behind one of the most beloved American companies. Disney was a man of determination, imagination, and enthusiasm who created a safe place for children and adults alike to bury themselves for a while. This biography offers a balanced look at the man who has been labelled both a saint and a communist spy.
5. **Morgan: American Financier.** Take a look into what made J. Pierpoint Morgan so famously successful as a banker during the Golden Age. This book not only provides insight into the man, but also takes readers on a journey through a monumental shift in American and world economics as they were occurring during the time.
6. **How Dell Does It.** From his dorm room to his board room, this book takes a look at the rise of Michael Dell and his computer business. With less emphasis on Dell's personal life and more on the specific strategies of the company, this book will take readers on a tour of one of the most successful computer businesses in the world.
7. **Jack Welch & the G.E. Way**
Management Insights and Leadership Secrets of the Legendary CEO. Jack Welch is both loved and hated, but is indisputably one of the most recognizable CEOs in American business. Read this book to find out Welch's business philosophy that helped take GE to the top of the field as one of the most valuable companies in the world.
8. **Prakash Iyer: The Habit of Winning**
Motivation, Positive attitudes and self beliefs together mold the success of individuals. It shows how to travel in the path towards success through the life stories of many achievers in diverse fields as evidence.
9. **Shereen Bhan and Syna Denuhgara: Young Turks: Inspiring Stories of Tech Entrepreneurs**
The book features thirteen of the most inspiring and brilliant Tech entrepreneurs of our age. It

includes interview with first generation entrepreneurs. The book reveals how these individuals built multi-million dollar businesses and challenged the established tech giants of the world.

10. **Subroto Bagchi: Go kiss the World**

The book throws light on how values and character leave their impression on a child's mind and the remarkable difference that mentoring can make on an individual at any stage in their life. It talks about the author's journey from being a clerk in a government office to the co-founder of mindtree, which is the nation's first venture-funded It services firm to be listed publicly.

Total: 40 hours

PREREQUISITES: Exposure to basic Management and behavioral science terms and concepts

COURSE OBJECTIVES

1. The objective of the course is to provide basic knowledge about management to familiarize the students with the management principles & organizational behavior
2. The course is designed to enable the students to adapt & apply theoretical concepts in business

COURSE OUTCOMES

1. Identify and Understand different management principles techniques in business environment.
2. Apply management fundamentals to solve organisation problems
3. Understand and analyse the changes within an individual will change the group as well as the organisation
4. Understand and evaluate the models discussed and create new models for more behavioral learning.

UNIT 1 INTRODUCTION TO MANAGEMENT PRINCIPLES 9

Concept- Nature- Importance-The Evolution of Management-Thought Managerial roles and styles- Principles of Management - Levels of Management- Characteristics of Managers -Decision making approach-MBO-Management and Society

UNIT 2 FUNCTIONS OF MANAGEMENT 9

The Nature and Purpose of Planning- Objectives - Strategies, Policies and Planning Premises -The Nature of Organizing- Organizational Structure: Departmentation -Line/Staff Authority and Decentralization - Co-ordination functions in Organization - Communication- The System and Process of Controlling - Control Techniques

UNIT 3 INDIVIDUAL BEHAVIOR 12

Definition, need and importance -Nature and scope-Importance of Learning- Introduction and theories. Motivation: Content and process theories-Leadership: Styles and Theories - Perception-Personality-Attitudes

UNIT 4 GROUP BEHAVIOR 6

Definition, need and importance -Nature and scope-Importance of Groups and Teams- Role relationships and conflict-Group dynamics- Work values.

UNIT 5 ORGANISATION DEVELOPMENT 9

Organizational culture: Elements - Organizational climate- Factors affecting organizational climate- Organizational Commitment, Organizational change- Importance- Stability Vs Change- Proactive Vs Reaction change- Change process- Resistance to change- Managing change

TOTAL: 45 hours

TEXT BOOKS:

1. Koontz, Weihrich, Essentials of Management: An International Perspective, Tata McGraw Hill, 2010.
2. Robbins, Judge, Sanghi, Organisational Behaviour Pearson, 2009
3. Luthuns, Organisational Behaviour Tata McGraw Hill, 2009

WEB REFERENCES:

www.12manage.com
www.actionleadership.com
www.beabettermanager.com

PREREQUISITES: Nil

COURSE OBJECTIVES

1. To give an exposure to micro economics at enterprise level
2. To sensitize them for various market forces around us
3. To learn the mechanism of supply and demand and equilibrium
4. To understand the pricing methods
5. To learn the business practices and influence of macroeconomic indicators

COURSE OUTCOMES

Upon successful completion of the course, students shall have ability to

1. Understand the role of managerial economics in the business decision-making process for profit maximization
2. Analyze the demand and supply conditions and assess the position of a company
3. Analyse the nature of production and its relationship to costs.
4. Evaluate appropriate pricing strategies.
5. Analyse business practices with respect to economic indicators

UNIT 1 INTRODUCTION

9

Meaning, Scope of Managerial Economics, Role and Responsibility of Managerial Economics
Managerial Economics with other discipline, Distinction between Micro and Macroeconomics
Theories in Macroeconomics

UNIT 2 DEMAND AND SUPPLY

9

Demand: Law of demand, Determinants, Elasticity of Demand and their types
Demand Forecasting techniques & Shift in Demand - Supply, Law of Supply & Elasticity of Supply
Factors affecting supply & shift in supply

UNIT 3 PRODUCTION AND COST ANALYSIS

9

Production Function and Process, Law of production & Factors of production
Economies and Diseconomies of Scale, Cost Concepts & Various Types of Cost, Short Run & Long Run
Cost Curve, Marginal Cost and Break Even Analysis

UNIT 4 MARKET STRUCTURE AND PRICING

9

Perfect competition, Monopoly & Monopolistic competition, Duopoly & Oligopoly
Pricing: Types of Pricing & Pricing Strategies

UNIT 5 NATIONAL INCOME AND ITS RELATED CONCEPTS

9

National income: Measurement of National Income - Economic Indicators like GNP, GDP, WPI
and CPI-Inflation, Types, Deflation & Business Cycle, Fiscal Policy, Monetary Policy & Balance of
Payment

TOTAL:45 hours

TEXT BOOKS:

1. G. Geetika, Piyali Ghosh, Purba Choudhury, Managerial Economics, Tata McGraw Hill, 2009
2. Maheswari Yogesh, Managerial Economics Prentice Hall of India, 3rd Edition
3. Michael Baye, Jeffrey Prince, Managerial Economics & Business strategy, McGraw Hill, 2014

REFERENCE BOOKS:

1. K.K. Dewett Modern Economic Theory, S. Chand, 2009
2. Gupta G.S., Managerial Economics, Tata McGraw-Hill, New Delhi
3. Moyer & Harris, Managerial Economics, Cengage Learning, Newdelhi, 2005

WEB REFERENCES:

<http://freevidelectures.com/Course/3307/Managerial-Economics>

PREREQUISITES: Basic knowledge on FINANCE

COURSE OBJECTIVES

1. To impart knowledge on preparation and interpretation of Financial Statements
2. To facilitate the students to analyze the financial statements using ratio analysis
3. To gain the knowledge on Cash flow analysis and budgeting
4. To understand the Cost volume profit analysis for decision making

COURSE OUTCOMES

1. Apply the accounting concepts and preparation of accounting reports.
2. Able to analyse the financial statements and result.
3. Prepare the Budget and according to the business requirement.
4. Implement the business decisions making through cost volume profit analysis

UNIT 1 - FINANCIAL ACCOUNTING 9

Basic Financial Accounting terms and Concepts – Journal, Ledger and Trial Balance - Financial Statements – Preparation of Income Statement - Balance sheet – Introduction to Tally package – Salient features – reports generated by Tally.

UNIT 2 RATIO ANALYSIS 9

Ratios – Liquidity – Leverage ratios – Profitability and Solvency Ratios – Analysis of Balance Sheet. Intra firm and Inter firm Comparisons – Trend Analysis – DuPont Analysis

UNIT 3 COST - VOLUME - PROFIT ANALYSIS 9

Cost and Management Accounting – Elements of Cost – Preparation of Cost Sheet – Concepts of Activity Based Costing – Marginal Costing – Cost Volume Profit Analysis - Revenue and Expenses recognition.

UNIT 4 CASH FLOW ANALYSIS 9

Statement of Cash flows as per AS 3 – Principles Sources and Application of Cash – Calculation of Cash from Operations – Managerial Uses of Cash flow Analysis.

UNIT 5 BUDGETING AND BUDGETARY CONTROL 9

Need for Budgeting – Concepts of Budget and Budgetary Control – Uses and Limitations – Classification of Budget – Preparation of Budget – Cash Budget (problems) – Flexible Budget (problems)- Zero Based Budgeting

TOTAL: 45 hours

TEXT BOOKS

1. Jain S.P and Narang K.L , Financial Accounting, Kalyani Publishers, New Delhi, 2006
2. N.P. Srinivasan, M.Sakthivel Murugan, Accounting for Management, S.Chand & Company Ltd,2013
3. Maheswari S. N, Principles of Management Accounting, Sultan Chand and Sons Limited, New Delhi

REFERENCE BOOKS

1. Khan, Jain, Management accounting: Text, Problems and Cases, Tata McGraw Hill, 2010
2. Horngren Charles T, Introduction to Financial Accounting, Pearson Education pte ltd, Delhi
3. Shashi K Gupta, R.K. Sharma, Management Accounting -Principles and Practice, Kalyani Publishers 2014

WEB REFERENCES

www.icaai.org
www.alpineguild.com

PREREQUISITES: Basic knowledge in Accounting

COURSE OBJECTIVES

1. To familiarize the students with the basics of Tally and to create a company.
2. To enable the students to provide information about Ledgers, Vouchers and Final Accounts.
3. To enable the student to deal with all Inventories related information.
4. To familiarize the student with report generation.
5. To enable the student to master the payroll concept and the Tax Module.

UNIT 1 GROUPS, LEDGERS, VOUCHERS AND ORDERS 10

Creating a Company and managing groups - Working with Ledgers - Creating Cost Categories and Cost Centers - Configuring, Creating, Displaying, Altering, Duplicating and Cancelling Vouchers - Creating Stock Groups, Stock Categories and Stock Items - Configuring Trial Balance, Profit and Loss Account and Balance Sheet.

UNIT 2 REPORTS WITH TALLY 10

Configuring Trial Balance, Balance Sheet and Profit and Loss Account - Interpreting the Financial Statements using Ratios, Cash and Fund Flow statement - Preparing Bank Reconciliation Statement - Creating, Altering and Deleting a Budget - Creating and Altering Group Companies.

UNIT 3 PAYROLL AND TAXATION 10

Enabling Payroll Module and managing employees - Configuring Pay Attendance Sheet, Gratuity, PF and employee loan - Preparing payroll reports and payroll register - Enabling TDS and VAT modules in Tally - Enabling TCS and Service Tax Accounting

TOTAL: 30hours

TEXT BOOKS:

1. Kogent Learning Solutions Inc., Tally ERP 9 in Simple Steps, Wiley publications
2. Ramesh Bangia , learning Tally 9.0(with introduction to Tally. ERP 9), Khanna book publishing

REFERENCE BOOKS:

- A. Lab Manual –Accounting for Managers- Lab- 2015
- B. Kogent Solutions Inc, Tally 9, Dreamtech Press,2010
- C. Dr. NamrataAgrawal, Tally 9, Dreamtech Press, 2010

WEB REFERENCES:

www.tallysolutions.com

PREREQUISITES: Basic Knowledge on all functional areas desirable

COURSE OBJECTIVES

1. To give an insight into challenges faced in business at the Strategic level
2. To build students capacity to understand and apply theory to contemporary situations
3. To inculcate the concept of innovation and scaling up of new projects
4. To introduce the concept of systematic approach for decision making
5. To offer learning on the sectoral analysis of various Industries

COURSE OUTCOMES

1. Inculcate the concept of innovation and could prepare the mind for future learning
2. Familiarize with the factory set up, its layout and practices in a manufacturing industry
3. Innovate and scale up new projects based on the real business situations
4. Apply Systematic approach for decision making

LIST OF EXPERIMENTS

1. Personal Interview with an Entrepreneur
2. Visit to Manufacturing Industry
3. Visit to a Retail Outlet
4. Learning about Logistics services
5. Evolution Presentation of an Industry
6. Economic Analysis of a Sector
7. Industry Analysis – a Case Study
8. Company Analysis – a Case Study
Report Submission

TOTAL: 30 hours

REFERENCES:

<http://www.businesspundit.com/25-visionaries-who-created-empires-from-virtually-nothing/>
<http://www.entrepreneur.com/greatmindsofbusiness/>
<http://dlib.bc.edu/islandora/object/bc-ir:101111>
http://www.gtu.ac.in/circulars/14Aug/28082014_04.pdf
http://shodhganga.inflibnet.ac.in/bitstream/10603/9375/18/18_chapter%207.pdf
<http://www.directionsmag.com/entry/retail-mapping-leveraging-the-power-of-location-intelligence-for-a-tel/251107>
<http://work.chron.com/write-industrial-visit-report-3844.html>
 For presentation: <http://colinpurrington.com/tips/poster-design>
<http://www.ncsu.edu/project/posters/>
http://www.crisil.com/pdf/economy/CRISIL%20Research_Insight_Pulses%20Inflation_03Dec2013.pd
http://wps.prenhall.com/bp_laudon_essmis_6/21/5555/1422312.cw/content/index.html

PREREQUISITES: Nil**COURSE OBJECTIVES**

1. To enable students to generate, improve, expand and conceptualize ideas; to define situations and needs for new ideas,
2. To develop and familiarize students with processes that manages the generation, adaptation and change of ideas and concepts and their implementation.
3. To get hands on experience in applying creativity in solving Organizational problems

COURSE OUTCOMES

1. Demonstrate Creative problem solving Techniques
2. Enhance Managerial Creative thinking
3. Enable them how to manage a Innovative organization and Inculcate changes

LIST OF TOPICS

1. Forms of Management Creativity
2. The Creative problem Solving process(Interview with Entrepreneur)
3. The Creative Manager
4. Managerial Creativity Diagnostic Instrument
5. Techniques of creative problem solving
6. Development of Creative teams
7. Glimpses of Organizational Creativity-I
8. Glimpses of Organizational Creativity-II
9. Creative Management Practices
10. The Innovative Organization

References

1. Pradip N.Khandwalla,Corporate Creativity, Tata Mc Graw-Hill Publishing Limited,2003 Edition
2. Shlomo Maital and D.V.R.Seshadri, Innovation Management, Sage Publications Ltd, Second Edition 2012

Total: 10 hours

TRIMESTER II

16PN404

BUSINESS MATHEMATICS AND STATISTICS

5/1/0/3

PREREQUISITES: Basic Computing Skills

COURSE OBJECTIVES

1. To enable the students get acquainted with the fundamentals of Business Mathematics and Statistics
2. To enable the students acquire the required skills for the application of mathematical and statistical skills in analyzing business problems
3. To enable the students analyze and categorize data meaningfully for deriving inputs needed for business
4. To provide the students with the knowledge and skill required to carry out statistical analysis of business problems by applying appropriate statistical tools

COURSE OUTCOMES

1. Understand the basic mathematical concepts that find applications in business
2. Apply mathematical and statistical tools in decision making situations
3. Analyse the information obtained and present the information in a manner appropriate to business environment
4. Evaluate the usefulness of different mathematical and statistical tools and make use of the right tools for the given situations.

UNIT 1 SET THEORY AND MATRICES 12

Set Theory – Practical Applications – Permutations and Combinations – Binomial Theorem – Solution of Simultaneous linear equations using Matrix

UNIT 2 DATA HANDLING AND DESCRIPTIVE STATISTICS 12

Data handling – tables, graphs and frequency distribution – Measures of Central Tendency – Arithmetic Mean, Median, Mode, Measures of Dispersion, Range, Quartile, Standard Deviation, Coefficient of Variation

UNIT 3 PROBABILITY DISTRIBUTION 12

Basic concepts of Probability – Baye’s Theorem and Business Application – Standard Distribution – Binomial Distribution – Poisson Distribution – Normal Distribution – Standard Normal Distribution

UNIT 4 HYPOTHESIS TESTING 12

Hypothesis – types – one tailed and two tailed tests – population proportion – large sample and small samples – Z test – t test – F test – Analysis of Variance – One way and Two way – Chi square Test of Goodness of fit – Chi Square test of Independence of attributes

UNIT 5 CORRELATION AND REGRESSION 12

Correlation – Karl Pearson coefficient – rank correlation – Regression – Simple and Multiple regression – Method of Least Squares – Time series Analysis – Method of Semi averages – Method of Moving Averages – Cyclical Variations

SELF STUDY:

1. Parametric Tests
2. Non Parameter Tests

TOTAL: 60 hours

TEXT BOOKS:

1. Cheryl Cleaves and Margie Hobbs, Business Mathematics, Prentice Hall, 2008
2. Arora and Kavita Gupta, Business Mathematics, Taxmann, 2015
3. Aggarwal B.M. 'Business Mathematics and Statistics', Ane Books Pvt Ltd., 2010

REFERENCE BOOKS:

1. Subramani K and Santha A, 'Statistics for Management', Scitech Publications, 2014
2. Das N.G and Das J. K, 'Business Mathematics and Statistics TMH, 2012
3. Qazi Zameeruddin, 'Business Mathematics', Vikas Publishing House, 2013

4. Ravitha Bharadwaj, 'Mathematics for Managers' University Science Press 2010
5. Gupta S.C., and Kapoor V.K, 'Fundamentals of Mathematical Statistics', Sultan Chand and Sons, 2001

WEB REFERENCES:

http://wps.prenhall.com/chet_cleaves_businessma_8/82/21042/5386895.cw/index.html
<http://researchguides.uoregon.edu/>
<http://www.statsci.org/teaching.html>
<http://businessstatistics.us/algebra-web-resources.html>

PREREQUISITES: Understanding of basic Managerial functions

COURSE OBJECTIVES

1. To enable the students to become familiar with the concepts, techniques, and strategies in manufacturing and service operations with Global Perspectives.
2. To facilitate the students in learning product design, production planning and controlling techniques and importance of Layout, Plant Location.
3. To enable the students to understand the Materials management and Inventory control techniques.
4. To make the students to understand the importance of Quality management and assurance

COURSE OUTCOMES

1. Understand the *strategies in manufacturing and service operations with Global Perspectives*.
2. Develop comprehensive knowledge about product, process and Lay out design and able to apply Line balancing Techniques in Industries.
3. Apply production planning and Inventory control Techniques to ensure Quality in Industries.
4. Acquire Insights about Quality management and assurance.

UNIT 1 INTRODUCTION

9

Operations Management -Importance -Operations as a system- Decision making in OM- Functions of OM- Products and Services -Concepts -Productivity Measures - Relationship of Operations with other Management Functions - Operations Strategies in a Global Economy -Types of production systems-Entry level jobs in Operations management

UNIT 2 PRODUCT DESIGN, LAYOUT AND LOCATION PLANNING

9

Product Design-Principles-Product Development process-Designing and Development New Services-Process Planning and Design- Types of process Designs- Plant location - Factors - Site location-Case Studies Facility Layout-Principles-Importance-Types-Layouts in service/retail sectors-Assembly line balancing (simple problems)-

UNIT 3 PRODUCTION PLANNING AND CONTROL

9

Production planning and control -functions -Aggregate planning – Strategies-Master production schedule (MPS) –Procedures -Material requirement planning (MRP)-Elements-Lot-sizing in MRP -(Case Studies) - An Introduction to MRP II and ERP -Capacity planning Techniques -Project management Techniques-CPM and PERT(Case Studies)

UNIT 4 MATERIALS MANAGEMENT AND INVENTORY CONTROL

9

Material planning- Purchase functions and procedure - Types of inventory - Inventory costs- Inventory control - Safety-stock - order point -lead time- EOQ-Inventory control systems - Perpetual and Periodic (simple problems) -JIT -KANBAN-RFID Technology In Inventory management-Selective Inventory control Techniques-ABC analysis-Case Studies - VED analysis-FSN Analysis

UNIT 5 ADVANCED PRODUCTION CONCEPTS, QUALITY MANAGEMENT AND ASSURANCE

9

Total Productive Maintenance – Concepts - Introduction to -Lean and Agile operations-FMS-CIM- Low Cost Automation- Toyota Production System, -Total Quality Management Concept - Quality Control – Need-Control charts for variables and attributes (Simple problems only)-Introduction to Acceptance Sampling- Concepts of O.C.C Curve -Use of the O.C.C Curve -Quality control in Services -Quality circles- Six Sigma concept-ISO 9001:2015- ISO 14001-ISO/Ts 16949:2015- OHSAS 18001 –

SELF STUDY: PDSA Cycle, Kaizen ,Work study, Green Manufacturing,

TOTAL: 45 hours

TEXT BOOKS:

1. Production and Operations Management Panneerselvam, Third Edition, Published by PHI learning, 2012
2. Operations management by Norman Gaither and Greg Frazier-Edition-9 Edition-South-Western

Publications, 2011

3. Operations Management by Amole Gore and Roberto Panizzolo, Cengage Learning,2012

REFERENCE BOOKS:

1. Production and Operations Management by Ajay K.Garg, by McGraw Hill Education, 2011
2. Production and Operations Management by Kanishka Bedi,Second Edition-2008
3. Operations Management by William J Stevenson McGraw-Hill Education; 12 edition, 2014

WEB REFERENCES:

www.global.toyota.com
www.qualitydigest.com

PREREQUISITES: Exposure to the contemporary terms of marketing.

COURSE OBJECTIVES

1. The objective of the course is to provide basic knowledge about all functional areas of marketing.
2. To familiarize the students with STP of marketing.
3. The course is designed to enable the students to apply theory concepts in practical business

COURSE OUTCOMES

1. Understand and remember the concepts of marketing and its importance
2. Apply the marketing concepts and theories in the real time scenario
3. Apply and evaluate different techniques in the practical market space.
4. Create new models to read and solve the upcoming challenges in the market

UNIT 1 INTRODUCTION TO MARKETING MANAGEMENT **5**
 Concepts and Tasks, Definition of Marketing Fundamentals- Marketing Opportunity Analysis: Scanning the Marketing Environment

UNIT 2 CONSUMER ANALYSIS **9**
 Consumer Behavior-Market Segmentation- Targeting -Positioning- Differentiation.

UNIT 3 DEVELOPING MARKETING STRATEGIES AND PLAN **12**
 Marketing Objective- Marketing Plan -Marketing Strategy: Marketing Mix – Product: Product Planning- Product Life Cycle-New Product Development-Branding- Packaging-Pricing-Coordination with Functional Departments.

UNIT 4 PROMOTION PLANNING **9**
 Advertising- Sales promotion- Direct Marketing-On line Marketing- Sales force Management- Public relations

UNIT 5 DISTRIBUTION MANAGEMENT **10**
 Marketing Channel Management –Retailing-Digital marketing- Social media marketing-Marketing control

TOTAL:45 hours

TEXT BOOKS:

1. Philip Kotler, Mithileswar Jha, Kevin Lane Keller, Abraham Koshy, 14e, Pearson Publishing.
2. Philip Kotler-Agnihotri : Principle of marketing 13 e, Pearson Education
3. Ramaswamy V.S. and Namakumari S - Marketing Management: Planning, Implementation and Control (Macmillian, 3rd Edition).

REFERENCE BOOKS:

1. Rajan Saxena: Marketing Management, Tata McGraw Hill.
2. R Kumar & Goel-Marketing Management(UDH Publishers, edition 2013).
3. Tapan Panda : Marketing Management, (ExcelBooks)
4. Stanton William J - Fundamentals of Marketing (TATA Mc Graw Hill)
5. Etzel M.J., Walker B.J. and Stanton William J - Marketing concept & Cases special Indian Edition (Tata Mc Graw Hill, 13th Edition).

WEB REFERENCES:

www.marketo.com
 www.marketingeye.com
 www.marketingteacher.com

PREREQUISITES: Basic knowledge on FINANCE

COURSE OBJECTIVES

1. To understand the fundamentals of Financial Management and operations
2. To understand the importance of Working capital management and gain knowledge about effective working capital management
3. To make the students familiarize with Capital structure and Capital budgeting techniques
4. To study about the dividend theories

COURSE OUTCOMES

1. Able to compute the Working capital requirement of an organisation
2. Design the various sources of finance with optimum level.
3. Evaluate the best investment proposals through valuation tools
4. Apply the Wealth maximisation technique for any investment project.

UNIT 1 - FINANCIAL MANAGEMENT OPERATIONS 8

Financial Management: Definition - Nature and Scope - Finance Functions - Goals of Financial Management – Profit Vs. Wealth Maximization - Financial decision - Risk and Return Matrix - Time Value of Money - Compounding and Discounting (Simple problems)

UNIT 2 WORKING CAPITAL 9

Working Capital: Principles and Concepts - Determinants - Operating Cycle - Receivables Management - Cash Management – Motives of holding Cash - Inventory Management- Inventory Management Technique.

UNIT 3 CAPITAL STRUCTURE 9

Cost of Capital - Capital Structure Theories (Simple problems) – Net Income Approach, Net Operating Income Approach, MM Approach - Designing Capital Structure – Valuation of firms

11

UNIT 4 CAPITAL BUDGETING

Capital Budgeting: Nature and Principles - Cash Flows - Discounted Cash Flow Techniques (Simple problems): Net Present Value - Internal Rate of Return - Profitability Index - Comparison of Discounted Cash Flow Techniques - Non Discounted Cash Flow Techniques: Pay Back and Accounting Rate of Return .

UNIT 5 DIVIDEND 8

Dividend Policy –Objectives - Retained Earnings Ratio - Practical Considerations - Types of dividends – Dividend Theories - Share Splits

TOTAL: 45 hours

TEXT BOOKS:

1. Pandey. I. M, 'Financial Management', Ninth Edition , Vikas Publishing House, 2013
2. Prasanna Chandra, 'Fundamentals of Financial Management', Tata McGraw Hill, 2009
3. Khan and Jain, 'Financial Management', Tata McGraw Hill, 2009

REFERENCE BOOKS:

1. James C Van Horne, 'Financial Management and Policy', Prentice Hall of India, 2009
2. Eugene F Brigham, Michael C Ehrhardt, 'Financial Management Theory and Practice', Cengage Learning, 2008
3. Bhat, 'Financial Management Principles and Practice', Excel Books, 2009

WEB REFERENCES:

www.icaai.org
www.moneycontrol.com

PREREQUISITES: Basic Computer Knowledge

COURSE OBJECTIVES

1. To facilitate the students to utilize the library resources
2. To train the students on the use of application software in business
3. To enable the students to know and practice about the MS Office used in the Business Organization
4. To enable the students gain expertise in the use of various tools for decision making

COURSE OUTCOMES

Upon successful completion of the course, students shall have ability to

1. Understand and utilize the online library resources
2. Design solutions for the business problem using application software
3. Apply the learning gained in using MS Office in business organization
4. Evaluate the various tools for decision making and presentation

LIST OF EXPERIMENTS

1. Preparation of Sales report using MS Word OLE MS Excel
2. Drafting a letter to the customers about a promotion offer using mail merge option
3. Designing an advertisement copy with necessary graphics and content using MS Publisher
4. Designing a process flowchart and a layout of a manufacturing company
5. Introduction to worksheets and functions in MS Excel
6. Analysis of correlation using MS Excel
7. Analysis of Regression using MS Excel
8. Generating employee payroll using MS Excel
9. Break Even Analysis using MS Excel
10. Creation of Customer database using MS Access
11. Creation of Reports and forms using MS Access
12. Creating Presentation using slide master and templates in various colour schemes

TOTAL: 20 hours

REFERENCES

1. Lab Manual – Business Application Software- Lab- 2015
2. Weverka, MS Office 2010, Wiley India, 2010
3. Whigham, Business Data Analysis Using Excel, Oxford, 2010.
4. Anthonyraj, Computer Application in Business, BPB Publications 2010

PREREQUISITES: Basic Knowledge on functional areas desirable

COURSE OBJECTIVES

1. To prepare the students to analyse the real time market
2. To sensitize the students about the significance of the management strategies
3. To introduce the students to innovation management

COURSE OUTCOMES

1. Analyse the real time market
2. Evaluate the significance of management strategies
3. Create management innovations

LIST OF EXPERIMENTS

1. Conducting a market potential survey
2. Organising a field survey for consumer preference
3. Conducting a readership / viewership survey for media
4. Perception study towards a new product / technology

Note: Team of four members will be allotted with a specific product by the respective tutors.

TOTAL: 40 hours

REFERENCES:

- <http://www.businesspundit.com/25-visionaries-who-created-empires-from-virtually-nothing/>
<http://www.entrepreneur.com/greatmindsofbusiness/>
http://www.crisil.com/pdf/economy/CRISIL%20Research_Insight_Pulses%20Inflation_03Dec2013.pdf
http://wps.prenhall.com/bp_laundon_essmis_6/21/5555/1422312.cw/content/index.html

TRIMESTER III

16PN802

BUSINESS ETHICS

2/0/0/1

PREREQUISITES: Professional Ethics

COURSE OBJECTIVES

1. To make the students understand the importance of ethical behaviour
2. To expose the students to the ethical practices to be followed in business
3. To sensitize the students to become responsible persons who will uphold ethics in business when they pursue their career
4. To make the students understand the ethical practices towards consumers and other stakeholders of business

COURSE OUTCOMES

Upon successful completion of the course, students will be able to:

1. Realise the importance of ethical behaviour in business
2. Handle ethical issues in business operations correctly and confidently
3. Exhibit ethical behaviour towards employees
4. Become individuals with desired qualities and humanistic approach

UNIT 1 INTRODUCTION TO BUSINESS ETHICS

6

Ethics – Definition – Objectives - Growing significance of ethics in Business – Causes of unethical behaviour – Ethical principles in business: Utilitarianism – weighing social costs and benefits – Rights and duties – Justice and Fairness – Corporate Social responsibility.

UNIT 2 ETHICAL PRACTICES TOWARDS CONSUMERS

7

Consumer Protection - Business firm's duties to consumers – 'Due-Care' theory – Advertising ethics – Ethics in Pricing – Consumer Privacy.

UNIT 3 ETHICAL PRACTICES TOWARDS EMPLOYEES AND SOCIETY

7

Work place safety – Employee welfare - Employee discrimination – Gender discrimination – Code of Ethics – Facets of Whistle-blowing – Insider trading - Social cost view of production – Ecological concern – Environmental protection.

SELF STUDY:

Ethical dilemma – Ethical issues in Mahabharata –ISKCON publications on ethical issues.

TOTAL:20 hours

TEXT BOOKS:

1. Manisha Paliwal, 'Business Ethics', New Age International (P) Limited, 2006
2. Manuel G. Velasquez, 'Business Ethics – Concepts and Cases'. PHI, 2006
3. Rinku Sanjeev, 'Ethics and Values in Business Management', Ane Books Pvt. Ltd. 2011

REFERENCE BOOKS:

1. Ananda Das Gupta, 'Ethics, Business and Society', Response Books, 2010
2. Chrismoon and Clive Bonny, 'Business Ethics', Viva Books Pvt. Ltd., 2008
3. Satish Modh, 'Ethical Management', Macmillan, 2005

WEB REFERENCES:

www.patheos.com
www.dlshq.org

16PN408

HUMAN RESOURCES MANAGEMENT

5/0/0/3

30

PREREQUISITES: Organizational Behavior

COURSE OBJECTIVES

1. To learn the basics functions of Human Resource Management
2. To have an awareness about the tools and techniques used by HR Department
3. To know about the role of Human Resource Manager in the area of people management
4. To know about the various concepts and systems of Human Resource Functions

COURSE OUTCOMES

Upon successful completion of the course, students shall have ability to

1. Understand and remember the concept of human resource management
2. To understand the various human resource issues prevailing.
3. Executing the gained knowledge in corporate environment.
4. Creating and implementing human resource management system

UNIT 1 INTRODUCTION

9

Definition - Functions and Objectives of HRM - Manpower Planning : Objectives - Human Resource Planning: Tools, Methods and Techniques— Job analysis, skill analysis/ skill inventory, Manpower inventory - Application of Quantitative Techniques in Forecasting Requirement

UNIT 2 RECRUITMENT AND SELECTION

9

Recruitment and Selection : Sources of recruitment - Current practices in Recruitment: Outsourcing, e-recruitment - Selection - Steps of Systematic Selection, Selection Tests – Intelligence, Aptitude, Personality - Psychometric Testing - Group Selection Methods – Assessment Center - Interviewing Techniques for Selection - Types of interviews - Interview Preparation – Interviewing and Legal Consideration – Electronic Record - Documenting the interview – Pre employment Testing – Reference and background Checks – Social Networks and hiring

UNIT 3 TRAINING AND DEVELOPMENT

9

Induction and Socialization - Organisational Orientation – Departmental Orientation: preparation – Legal Concerns – Conventional Versus- Web based Orientation – Blended Learning- Training needs analysis- Designing Training Programme - Evaluation of the training programme

UNIT 4 COMPENSATION AND EVALUATION

9

Job evaluation - Wage and Salary administration – Factors influencing wage fixation – Compensation for Operatives, Sales Executives, Administrative Staff and Top Officials - Incentive scheme – Performance Appraisal process – Methods of Appraisal system - 360 degree feedback system -Appraisal interview and feedback – Transfer, Promotion- Retirement Benefits.

UNIT 5 RECENT TRENDS IN HR

9

Competency Mapping - Career Planning and Development - Succession planning - HR Outsourcing - Employee Retention – Employee Engagement – HR Audit

TOTAL:45 hours

TEXT BOOKS:

1. Gary Dessler, Human Resource Management 14th Edition, Pearson Education
2. Dr.S.S Khanka, Human Resource Management (Text and Cases) First Edition, S Chand &Company Ltd, 2009.

REFERENCE BOOKS:

1. Bhattacharaya, D, Human resources and planning. Excel books, 2013
2. RaoVSP, Human Resource Management 3rd Edition, Text and Cases Excel Books, 2006.
3. Aswathappa. K, Human Resource & Personnel Management 4th Edition, Tata McGraw Hill, 2009.
4. David Lepak and Mary Gowan, Human Resource Management 1st Edition, Pearson, 2009

WEB REFERENCES:

- <http://www.citehr.com/>
- <http://www.workforce.com/topics>

16PN409

BUSINESS RESEARCH METHODS

5/0/0/3

PREREQUISITES: Basic knowledge about all the functional areas is desirable

COURSE OBJECTIVES

1. To make the learners to understand the importance of Business research methods
2. To equip them to familiarize with the data collection techniques
3. To facilitate them to evaluate various measurement techniques of business research
4. To familiarize them towards the statistical tools for data analysis
5. To train them to obtain solutions to business problems through research

COURSE OUTCOMES

1. Analyze the importance of Business research methods
2. Apply digital research techniques
3. Evaluate various measurement techniques of business research
4. Apply statistical tools for data analysis
5. Create solutions to business problems through research

UNIT 1 BUSINESS RESEARCH

9

Introduction: Definitions - Objectives - Nature & Scope – Concept – Importance - Types of Research - Research Process - Criteria of Good research –Preparation of Research Proposal
Research Problem: Defining - Formulation - Identification and selection of problems in Management - Research design and experimental design in Management

UNIT 2 DIGITAL RESEARCH

9

Commonly used technologies in business research – The Internet, Electronic Mail, The Intranet, Browsers, Websites, Blogs – Social media research - Software used in Business Research – Groupware, Neural Networks, CAM/CAD, ERP, Data Analytic Software Program – Online Databases – Information Systems and Managerial Decision making – Data warehousing, data mining and data security – Ethics in digital research

UNIT 3 SAMPLING

9

Basis of sampling- Process – Types - Determination of Sample size - Sampling error -Measurements in Research- Basic Scaling Techniques: Nominal - Ordinal - Interval - Ratio - Measuring Attitude: Comparative Rating Scale - Non Comparative Rating Scale - Itemized Rating Scale - Meaning and Relationship of Reliability and Validity

UNIT 4 DATA COLLECTION AND ANALYSIS OF DATA

9

Secondary data collection - Sources and Limitations of secondary data - Primary data collection: Quantitative Research Techniques - Observation data collection techniques - Qualitative Research Survey Techniques - Questionnaire Design and Testing - Hypotheses Testing - Univariate analysis - Bivariate analysis - Multivariate analysis : Factor analysis - Cluster analysis – Correspondence analysis - Conjoint Analysis - Application of SPSS

UNIT 5 INTERPRETATION AND REPORT PREPARATION

9

Meaning and techniques of interpretation – Deriving Inference -Significance of report writing - Contents of the research report - Different types and steps in report writing - Mechanics and Precautions for research report – Application of Business Research in Management - Emerging trends in business research such as - Online survey - Online focus groups - Pop-up surveys - Big data and Business analytics

SELF STUDY:

1. Experimental Designs
2. Digital Reports

TOTAL:45 hours

TEXT BOOKS:

1. Donald R Cooper & Pamela S Schindler, Business Research Methods, Tata McGraw Hill Publishing, 2014, 12/e
2. Uma Sekaran, Research Methods for Business, Wiley India, 2014

REFERENCE BOOKS:

1. Kothari, GargGaurav, Research Methodology: Methods and Techniques, New Age International Publishers, 2014, 3/e
2. William G Zikmund, Barry J Babin, Jon C Carr, AtanuAdhikari& Mitch Griffin, Business Research Methods – A South Asian Perspective, Cengage Learning, 2014, 8/e

3. Naresh K Malhotra, David F. Birks and Peter A Wills, Marketing Research – An Applied Approach, Pearson, 2012, 4/e

WEB REFERENCES:

www.bizjournals.com
www.free-research.com
www.valuationresources.com/IndustryReport.htm
www.metrics2.com

16PN410 QUANTITATIVE TECHNIQUES FOR MANAGERIAL DECISIONS 5/0/0/3

PREREQUISITES: Nil

COURSE OBJECTIVES

1. To enable the students appreciate the importance and role of operations research techniques in business
2. To train the students in formulating mathematical models of business situations requiring decisions.

3. To familiarize the students in using the different techniques and tools used in arriving at optimal decisions to business problems.
4. To enable the students acquire the knowledge and skills of applying the appropriate Operations research technique to the business problems

COURSE OUTCOMES

Upon successful completion of the course, students will be able to:

1. Build mathematical models for real-life business problems
2. Analyse the mathematical models using the different Operations Research Techniques
3. Arrive at optimal solutions for the mathematical models
4. Improve business performance by optimizing the resources

UNIT 1 LINEAR PROGRAMMING –BASIC CONCEPTS 9

Formulation of Linear Programming Problems – Applications in business environment - Graphical solution to Linear Programming Problems - Simplex Method (Excluding problems involving Artificial Variables)

UNIT 2 TRANSPORTATION PROBLEM 9

Transportation Problem - Initial solutions using North-West Corner Rule, Least Cost method and Vogel's – approximation method Maximization problems

UNIT 3 ASSIGNMENT MODEL 9

Assignment Algorithm – Hungarian Method for Optimal assignments – Alternative Optimal Solutions – Maximization Problem – Unbalanced assignment problems - Travelling Salesman Problem

UNIT 4 DECISION THEORY 9

Decision making under risk – Expected Monetary value – Expected Opportunity Loss – Expected Profit of Perfect Prediction – Expected Value of Perfect Information – Payoff Matrix – Decision making under uncertainty – Maximin Criterion –Minimax Criterion – Maximax Criterion – Minimin Criterion – Decision Tree Analysis

UNIT 5 SIMULATION 9

Random phenomena in Simulation – Random Numbers – Monte Carlo Simulation – Applications of Simulation to Business problems: Simulating future demand based on past data – Simulating production output based on past data- Simulating Inventory Management.

SELF STUDY:

Integer Programming – OR techniques using Excel – POM, TORA software packages

TOTAL: 45 hours

TEXT BOOKS:

1. Dharani Venkatakrisnan, 'Operations Research – Principles and Problems', Keerthi Publishing House Pvt. Ltd., 2011
2. Hamdy A. Taha, 'Operations Research – An Introduction' Prentice Hall, 2013
3. Nagarajan K, 'Textbook of Operations Research', New Age International, 2016

REFERENCE BOOKS:

1. Pradeep J Jha, 'Operations Research', McGrawHill Education (India) Private Limited, 2015
2. Rajagopal.K, 'Operations Research', PHI Learning Private Limited, 2012
3. Srivastava.U.K., Shenoy.G.V., and Sharma.S.C., 'Quantitative Techniques for Managerial Decisions', New Age International Publishers, 2011

WEB REFERENCES:

<http://www.informs.org/Blogs/Operations-Research-Forum>
www.orsl.in

16PN411 ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT 5/0/0/3

PREREQUISITES: Basic knowledge on all functional areas desirable

COURSE OBJECTIVES

1. To develop and strengthen entrepreneurial quality and motivation in students.
2. To equip the students to familiarize with the challenges in starting a new business.
3. To impart basic entrepreneurial skills and understandings to run a business efficiently and effectively.

4. To provide the students with inputs for team presentation.

COURSE OUTCOMES

1. Understand the characteristics required for entrepreneur.
2. Understand the components required for preparing a Business Plan.
3. Use the knowledge and skill gained to evaluate the feasibility of a project.
4. Carryout the evaluation of small business management prevailing in the neighbouring districts.

UNIT 1 INTRODUCTION 9

Introduction to Entrepreneurship -Characteristics- Business Environment -Entrepreneurship Development Training - Central and State Government Industrial Policies and Regulations.

UNIT 2 BUSINESS PLAN PREPARATION 9

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

UNIT 3 SMALL BUSINESS FORMATION 9

Business Organisation-Forms: Sole Proprietorship-Partnership-LLP-Company and Other forms-Incorporation- DIN, Digital Signature, Company Registration, PAN, TAN,- Apply for Industrial Licensing to DIPP - Tax Registration - Registration for income tax, Central Excise, VAT registration, Importer/Exporter code - Selection of land -Industrial estate-Sheds-Allotments-Purchase of land-stamps-EC-Requirements-Physical inspection - Registration-Building-Types-DTCP approval process-List of NOC-Approvals required for large scale projects.

UNIT 4 LAUNCHING OF SMALL BUSINESS 9

Finance and Human Resource Mobilization Operations Planning - Market and Channel Selection - Growth Strategies - Product Launching - Incubation-Project Financing-Sources-Financial Institutions-Banks- Venture capital, IT start-ups.

UNIT 5 MANAGEMENT OF SMALL BUSINESS 9

Monitoring and Evaluation of Business - Preventing Sickness and Rehabilitation of Business Units - Effective Management of small Business.

SELF STUDY: Stay Hungry and Stay foolish and I have a Dream by Rashmi Bansal

TOTAL:45 hours

TEXT BOOKS:

1. Hisrich, Entrepreneurship - Tata McGraw Hill, New Delhi, 2001.
2. Poornima M. Charantimath, Entrepreneurship Development and Small Business Enterprises Pearson - New Delhi, Second edition 2014.
- Donald F Kuratko, T.V Rao, Entrepreneurship: A South Asian perspective, Cengage Learning. 2012.

REFERENCE BOOKS:

1. Mathew Manimala, Entrepreneurship Theory at the Crossroads, Paradigms & Praxis, Biztrantra, 2ndEdition,2005.
2. S.S.Khanka, Entrepreneurial Development - S.Chand and Company Limited, New Delhi, 2001.
3. Thomas W Zimmerer, 'Essentials of Entrepreneurship and Small Business Management', PHI Learning Pvt Ltd - 2011.
4. Bruce R Barringer, Duane Ireland R, 'Entrepreneurship: Successfully launching new ventures', Pearson Education - 2008.
5. AnjanRaichadhuri, 'Managing New Ventures: Concepts and cases on Entrepreneurship' PHI

- Learning Pvt. Ltd. – 2011.
6. David Oates, 'A guide to Entrepreneurship: Includes Case studies' Jaico Publishing House – 2008.
 7. Eric A Morse, Ronald K Mitchell, 'Cases in Entrepreneurship: The venture creation process' Sage Publication India Pvt. Ltd. – 2011.
 8. Ramachandran K, 'Entrepreneurship Development: Indian Cases on change agents' Tata McGraw Hill – 2009.
 9. Kuratko DF, Rao TV, 'Entrepreneurship: A South-Asian Perspective' Cengage Learning – 2012.
 10. Arya Kumar, 'Entrepreneurship: Creating and Leading an Entrepreneurial Organization' Pearson – 2012.

WEB REFERENCES:

www.indianentrepreneur.com/
<http://icreate.org.in/>
<https://www.mhhe.com/sie-hisrich8e>
http://startupindia.gov.in/upload/Startup_India_List_of_Incubators.pdf
<http://www.skilldevelopment.gov.in/proposed-scheme.html>
<http://deity.gov.in/esdm/rdip>
<http://www.dst.gov.in/scientific-programmes/scientific-engineering-research>

PREREQUISITES: Basic concepts of business

COURSE OBJECTIVES

1. To expose the student to the various Acts applicable for business
2. To enable the students in gaining expertise on legal aspects of business

COURSE OUTCOMES

1. Enhance the legal literacy of students by developing a body of legal knowledge
2. Analyze the relevance of legal aspects in business
3. Evaluate cross country legal aspects of business
4. Attain a competitive edge and promote long-term success by honing the legal instinct

UNIT 1 FORMATION OF AN ORGANIZATION AND RELEVANT ACTS 9

Partnership Act - Company - Legal structures of company -Relevance of the Companies Act 1956 and 2013 - Incorporation of company - Capital Generating forms - Shop and Establishment Act - Registration for Provident Fund and ESI

UNIT 2 THE BANKING, INSURANCE AND FOREIGN EXCHANGE OPERATIONS 9

Banking & Insurance Law - Introduction, Control and Regulation of Banking, Insurance in India, Regulation of Insurance Sector-The Foreign Exchange Management Act (FEMA)- Introduction, Definitions, Regulation and Management of Foreign Exchange, Authorized Person, Contravention and Penalties, Adjudication and Appeal, Directorate of Enforcement, Miscellaneous Provisions

UNIT 3 THE CONTRACTS AND LEGAL ASPECTS 9

Law of contract -Introduction, Objectives, Definition of a Valid Contract, Offer and Acceptance, Capacity to Contract, Consent ,Consideration, Performance of Contracts, Discharge of Contracts, Breach of Contract and Void Agreements, Quasi Contracts, Freedom to Contract - Contracts of Guarantee and indemnity - Contracts of Bailment and Pledge -Contract of Agency

UNIT 4 THE SALES OF GOODS AND NEGOTIATIONS 9

Contract for sale of goods - Document of title to goods - Essentials of a Contract of Sale - Sale and agreement to sell -Sale and hire-purchase agreement - Conditions and warranties - Doctrine of Caveat emptor - Transfer of property - Property, Possession, Risk - Contracts involving sea routes
The Negotiable Instrument Act, 1881: Nature and Types, Negotiable instruments, Promissory notes, Bills of exchange, Cheques, Negotiation, Presentment, Dishonour, Crossing of cheques, Paying banker

UNIT 5 THE CONSUMER PROTECTION AND CYBER LAW 9

Consumer Dispute - Central consumer protection council - State Consumer protection councils - Consumer Disputes Redressal forum - Cyber Crimes - Cyber Laws - Information Technology Act and latest amendments - Right to Information Act, Electronic Governance, Secure Electronic Records and Digital Signatures, Digital Signature Certificates, Cyber Regulations Appellate Tribunal

SELF STUDY:

- Legal Issues in Electronic Commerce
- Business Laws in international scenario

TOTAL:45 hours

TEXT BOOKS:

1. Bulchandani K.R., Business Law for management, Himalaya Publishing House, 2014
2. Goel K.L, Business Law for Managers. Biztantra Publishers, 2008

REFERENCE BOOKS:

1. Alix Adams, Law for Business Students 8th edition, Pearson, 2014
2. Kapoor N.D., Elements of Mercantile Law, Sultan Chand & Sons, 2014
3. Bansal C. L., Business and Corporate Laws, Excel Books, 2009

WEB REFERENCES:

<http://investingintamilnadu.com>

<http://smallb.sidbi.in/%20/policies-regulations%20/legal-regulatory-aspects>

<http://www.legalserviceindia.com/article/>

<https://www.hg.org/busstarting.html>

PREREQUISITES: Research Methods and Statistical techniques

COURSE OBJECTIVES

1. Create an understanding on the choice of statistical tools for solving a research problems
2. Facilitate interpretation of statistical output for managerial decision making.
3. To develop digital business strategy for the future through forecasting models

COURSE OUTCOMES

Upon successful completion of the course, students shall have ability to

1. Select appropriate Data Analysis tools.
2. Evaluate the dataset using statistical tools in SPSS and offer inferences based on the result .
3. Suggest business solutions to improve performance.

LIST OF EXPERIMENTS

DATA MANAGEMENT	9
1 Introduction to SPSS Variable view and Data View and create a database, Enter Data, Manipulate Data and Merge Files	
2 Performing Data Cleaning – Data Reduction – Handling Missing data – Handling outliers	
3 Data Warehousing, Data Mining, Import Data	
DESCRIPTIVE ANALYTICS	6
4 Generating Frequencies, Histogram, Descriptive, Percentiles Mean, Median, Mode, Standard Deviation, Variance, Skewness, Kurtosis and Graphical Representation	
5 Performing Test of Independence on a dataset – Cross tabulation and Contingency tables	
PREDICTIVE ANALYTICS	9
6 Performing Correlation and Regression : Linear Regression and Logistic Regression on a dataset	
7 Performing Cluster Analysis, Market Basket Analysis	
8 Performing Forecasting Models – Time Series Analysis	
PRESCRIPTIVE ANALYTICS	6
9 Performing Linear and Non-linear Optimization	
10 Performing Integer optimization, Simulation	

Total: 30 hours

REFERENCES:

1. Rajendra Nargundkar, Marketing Research, Text and Cases, Tata McGraw Hill Education (India) Private Limited; 3 Edition
2. Hair, Joseph F., William C. Black, Barry J. Babin, Rolph E. Anderson, and Ronald L. Tatham. Multivariate data analysis. Prentice Hall, 7th Edition
3. Shmuli, Galit, Nitin R. Patel, and Pete C. Bruce. "Data mining for business intelligence." John Wiley & Sons INC Publication, (2008).

PREREQUISITES: Nil**COURSE OBJECTIVES**

1. To enable the students acquire and sharpen their numerical ability
2. To enable the students capable of taking appropriate management decisions on the basis of quantitative parameters
3. To enable the students gain logical thinking, aiding in taking better business decisions

COURSE OUTCOMES

Upon successful completion of the course, students will be able to:

1. Develop numerical ability skills
2. Develop logical thinking, useful in real-time business decisions
3. Develop a flair for numbers, useful in taking quick and correct interpretations

S.No	TOPIC	No. of Hrs
	Numerical Ability:	
1	Problems on Ages, Problems on Averages	1
2	Chain Rule	1
3	Problems on partnership	1
4	Time and distance	1
5	Time and work	1
6	Surds and Indices	1
7	Percentage	1
8	Simple/Compound Interest	1
9	Ratio and proportion / Pipes & Cisterns	1
10	Area and Volume / Heights & Distances	1
11	Probability	2
12	Permutations and Combinations	2
	Verbal Reasoning:	
13	Syllogism	1
14	Analogy	1
15	Cause and effect	1
	Logical Reasoning:	
16	Logical deduction	1
17	Analysing arguments / Statements and Conclusions	1
	Diagrammatic Reasoning:	
18	Shape diagrams / Letter & number diagrams	1
		Total : 20 hours

TEXT BOOKS:

1. Aggarwal R.S., 'Quantitative Aptitude', S. Chand & Company Ltd., New Delhi, 2014
2. Mittal, 'Numerical Ability and Quantitative Aptitude', Galgotia Publications, New Delhi, 2004
3. Navratan Singh, 'A new approach to Numerical Ability', Dhillon Group of Publications, New Delhi, 2012

REFERENCE BOOKS:

1. Aditham B Rao 'Numerical ability and mathematical Aptitude', Jaico, 2013
2. Kiran Prakashan, 'Quantitative Aptitude', Kiran Prakashan, 2014
3. Prasad S.N., 'Quickest Mathematics', Kiran Prakashan, 2014

WEB REFERENCES:

www.indiabix.com
www.practiceaptitudetests.com

TRIMESTER IV

PREREQUISITES: Basic understanding of functional areas of management and concepts

COURSE OBJECTIVES

1. To develop the capacity of the students to understand the contemporary changes in the global business environment.
2. To familiarize the students with the extent of embeddedness of global business in the international institutional setting.
3. To make the students update on global business operations, techniques, documentation and its application. This would help final placement for students.
4. To provide the students with inputs for team presentation.

COURSE OUTCOMES

Upon successful completion of the course, students shall have ability to

1. Understand the happenings in the International Business environment and the underlying theories.
2. Know the organizations that will facilitate the International Business.
3. Evaluate the export opportunities prevailing in different countries by considering the risk part involved in those countries.
4. Carryout the cross country analysis for sourcing business opportunities.

UNIT 1 INTRODUCTION

9

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.

UNIT 2 INTERNATIONAL TRADE, INVESTMENT

9

Global Entry Strategy – Different Forms of International Business – Advantages - Promotion of Global Business – The Role of GATT/WTO – Multilateral Trade Negotiation And Agreements – Challenges For Global Business – Global Trade And Investment – Theories of International Trade And Investment – Regional Trade Block – Country Risk Analysis - SAARC – G20 – BRICS, Documentation.

UNIT 3 INTERNATIONAL STRATEGIC MANAGEMENT

9

Strategic Compulsions - Standardization Vs Differentiation – Strategic Options – Global Portfolio Management – Organizational Issues of International Business – Organizational Structures – Controlling of International Business – Approaches to Control – Performance of Global Business - Performance Evaluation System.

UNIT 4 PRODUCTION, MARKETING, FINANCIAL AND HUMAN RESOURCE MANAGEMENT OF GLOBAL BUSINESS

9

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 – Selection of Expatriate Managers -Training And Development – Compensation.

UNIT 5 GLOBAL INSTITUTIONS & CONFLICT MANAGEMENT AND ETHICS IN INTERNATIONAL BUSINESS MANAGEMENT

9

Global Institutions Like IMF, World Bank, Asian Development Bank, World Trade Organization. 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.

SELF STUDY: The World is Flat - A Brief History of the Twenty-first Century by Thomas L Friedman

TOTAL:45

TEXT BOOKS:

1. Charles W.I. Hill and Arun Kumar Jain, International Business, 6thedition,TataMcGraw Hill, New Delhi, 2010.

2. John D. Daniels and Lee H. Radebaugh, International Business, Pearson Education Asia, New Delhi, 2000.
3. Chandran R, International Business, Jaico Publishing House, 2011.

REFERENCE BOOKS:

1. Justin Paul, Business Environment: Text and Cases - Tata McGraw Hill, 3th Edition, 2010
2. P.SubbaRao, International Business – Himalaya Publishing House, 2nd Edition, 2008.
3. K. Aswathappa, International Business, 5th Edition, Tata McGraw Hill, New Delhi, 2012
4. Francis Cherunilam, 'International Business: Text and Cases' – PHI Learning Pvt Ltd, 5thed - 2010.

WEB REFERENCES:

IMF - <http://www.imf.org/external/index.htm>

WTO - <https://icd.wto.org/member/register.aspx?l=e>

Asian Development Bank - <http://alerts.adb.org/user/register>

World Bank - <http://wbcba.worldbank.org>

Govt. of India: Ministry of Commerce and Industry - <http://commerce.nic.in/DOC/index.aspx#>

PREREQUISITES: NIL

COURSE OBJECTIVES

1. To make the student familiar with the nuances of working in a business surrounding by imparting the necessary skills required for entering into the industry
2. To sensitize the students about the various aspects of personality development thereby enhancing the adaptability to a team and environment
3. To make the students update on different life skill development.
4. To provide the students with inputs for team presentation.

COURSE OUTCOMES

Upon successful completion of the course, students shall have ability to

1. Understand the concept of business processes.
2. Build new strategies that will best suit the latest skills required for business.
3. Execute the knowledge gained and build in personality development.
4. Evaluate different types of decision and networking skills.

UNIT 1 PERSONALITY DEVELOPMENT 8

Body Language - Etiquette - Mannerism - Goal Setting - Team Building – Time management: Analysis and Diagnosis of the Use of Time, Steps in Time Management, Techniques of Time Management, Hurdles to Effective Time Management

UNIT 2 PRESENTATION SKILL 8

Public Speaking - Audience Awareness – Pre-preparation of Presentation – Developing a Presentation – Usage of Audio-Visual Aids – Coping Skills: Acclimatization of Organization Climate– Adapting with New Organizational Culture – Continuous Learning

UNIT 3 EMPLOYABILITY AND SOFT SKILLS 8

Job Application – Covering Letters – Resume Preparation – Reasoning – GD and Interview – Soft Skills: Interpersonal Skills – Intrapersonal Skills – Problem Solving Skills – Negotiation Skills: Steps of Negotiating, Win-win Negotiation, Negotiation Tactics, Factors Affecting Success in Negotiation

UNIT 4 DECISION MAKING SKILLS 8

Introduction, Decision making Process- Importance of Ethics and Values in Reaching Decisions, Decision making Techniques-Grid Analysis-Pareto Analysis-Decision Trees-Blind Spot Analysis-Risk Analysis-Delphi Technique-Impact Analysis-The Futures Wheel, Challenges in the Process of Decision-Making.

UNIT 5 NETWORKING SKILLS 8

Importance of Relationship-Building for Managers- Creating a Great First Impression- Building Trust- Techniques to Build Trust- Role of Communication in Relationship-Building, Networking- Benefits of Networking, Challenges in Building Effective Relationships

SELF STUDY: 7 Habits of Highly Effective people by Stephen R Covey

TOTAL:40 hours

TEXT BOOKS:

1. Ramachandran, From Campus to Corporate, Macmillan, 2011
2. Gallaher, Skills Development for Business and Management students, Oxford University Press, 2010.
3. McGrath, Basic Managerial Skills for All, PHI Learning, 2011.
4. Hurlock, Personality Development, Tata McGraw Hill, 2010.

REFERENCE BOOKS:

1. Lesikar, Flatley, Rentz, Pande, Business Communication, Tata McGraw Hill, 2010.
2. Suresh, Savithri, Sreehari, Communication Skills and Soft Skills: An Integrated Approach, Pearson Education, 2009
3. Wallance, Masters, Personality Development, Cengage Learning, 2009
4. Mohan, Developing Communication Skills, Macmillan, 2010.

WEB REFERENCES:

http://www.mysuccesspoint.com/finishing_school.html
http://corporatetrainingindia.net/soft_skills_corporate_training.php
<http://businesstrainingworks.com/onsite-training-courses-directories/management>
<http://mhrd.gov.in/technical-education-13>

TRIMESTER V

16PN415

STRATEGIC MANAGEMENT

5/0/0/3

PREREQUISITES: Basic Knowledge about Management

COURSE OBJECTIVES

1. To make the students to understand the concepts of strategic management and strategy formation process.
2. To help students to understand different types of strategies.
3. To enable students to implement and evaluate the strategies.
4. To enable students to apply strategic control processes.
5. To provide students industry cases and help them to create and develop new strategies

COURSE OUTCOMES

Upon successful completion of the course, students shall have ability to

1. Understand the theory and concepts of strategic management
2. Understand different types of strategies.
3. Ability to develop and implement the strategic control processes.
4. Understand the strategic management process.

UNIT 1 STRATEGY AND PROCESS

9

Introduction- Concept of Strategy -Strategy Formation Process -Stakeholders in Business -Vision- Mission and Purpose- Business Definition- Objectives and Goals - Corporate Governance and Social Responsibility - External Environment - Porter's Five Forces Model.

UNIT 2 COMPETITIVE ADVANTAGE

9

Competitive changes during industry evolution–Embryonic Stage-Matured and declining Stage-Competitive structure - Globalization and Industry Structure–National Context and Competitive Advantage-Sources-Distinct Competitive Capabilities and Competencies– Core Competencies-Generic Building Blocks of Competitive Advantage- Distinctive Competencies–Sources– Evaluation of key resource -Avoiding Failures and Sustaining Competitive Advantage.

UNIT 3 STRATEGIES

9

The Generic and Grand Strategic Alternatives - Stability- Expansion -Vertical integration - Mergers - Acquisitions - Cost leadership - Low Cost and Differentiation Strategy–Focus Strategy-Business Level Strategy-Strategy in the Global Environment-Corporate Strategy-Vertical Integration-Diversification-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 - McKinsey's 7S Framework-GE9 Cell Model-Distinctive competitiveness - Selection of Matrix- Balanced Score Card.

UNIT 4 STRATEGY IMPLEMENTATION AND EVALUATION

9

The Implementation Process - Resource Allocation- Designing Organizational Structure - Designing Strategic Control Systems - Matching Structure and Control to Strategy – Implementing Strategic Change.

UNIT 5 STRATEGIC EVALUATION AND CONTROL

9

Politics – Power and Conflict-Techniques of Strategic Evaluation and Control-Other Strategic Issues- Managing Technology and Innovation-Strategic Issues for Non Profit Organizations- New Business Models and Strategies for Internet Economy.

TOTAL:45 hours

TEXT BOOKS:

1. Thomas L Wheelen, J David Hunger and Krish Rangarajan, Concepts in Strategic Management and Business policy, Pearson Education,2010.

2. Charles WL Hill and Gareth RJ ones, Strategic Management Theory, An Integrated approach, Biztantra, 2009.
3. Kazmi, Strategic Management and Business Policy, Tata McGraw Hill, 2009.

REFERENCE BOOKS:

1. Michael A Hitt Robert E Hoskisson R Duanelrel and, Management of Strategy Concepts and Cases, Cengage Learning,2010.
2. John A Pearce Richard B Robinson, Strategic Management Tata McGrawHill,2009
3. Francis Cherunilam, Strategic Management, Himalaya Publishing House, 2009.

WEB REFERENCES:

<http://www.citehr.com/415053-strategic-management-ebook-pdf-download.html>
<http://202.28.25.105/e-learning/courses/703309/document/StrategicManagementDavid.pdf?cidReq=703309>
<http://www.kau.edu.sa/Files/0057862/Subjects/Strategic%20Management%20Book.pdf>

PREREQUISITES: Basic concepts of business

COURSE OBJECTIVES

1. The course offers knowledge on the e-business technology and infrastructure and various application and benefits of online Business.
2. The course offers the students the knowledge on techniques and strategies of launching Online business
3. The study enables the students to comprehend the appropriateness of various e-payment techniques
4. The course offers an understanding on the innovative method of developing dynamic and interactive e-business applications

COURSE OUTCOMES

1. Analyze the concepts of Web hosting and e-marketing
2. Create and launch successful brands Online
3. Secure the online business services from risks through e security concepts
4. Develop innovative strategies to further enhance the business outcome

UNIT 1 INTRODUCTION

9

Introduction to E Business- Characteristics of E- Business - Advantages and disadvantages of E-Business - Business models for E – Commerce

UNIT 2 E MARKETING

9

E Marketing – Goals - Browsing Behaviour Model- Online Marketing- Online Marketing Strategy - E – Advertising

UNIT 3 E – SECURITY AND E-PAYMENT

9

Information System Security- Security on the Internet- E-Business Risk management issues- Internet security environment in India - Digital Payment requirements - Digital Token based E Payment system - Properties of electronic cash - Cheque payment system on the internet - Risks in E Payment system, Digital Signature

UNIT 4 E - CRM

9

E CRM - E-CRM tool kits - Typical Business touch points - Privacy issues - Data mining in CRM- Role of data mining in online marketing

UNIT 5 MOBILE COMMERCE AND WEB DESIGN

9

Definition, Technology- WAP model- Wireless technology- 3G Wireless communication- Need for intelligent web sites- Goals and objectives of a website- Strategies for website development- Ethical issues in Digital Technology

TOTAL:45

TEXT BOOKS:

1. Colin Combe, Introduction to E- Business: Management and Strategy, Butterworth – Heinemann, 2011
2. Dave Chaffey, E-Business and E Commerce Management , 3rd Edition Pearson Education , 2009

REFERENCE BOOKS:

1. Nathalie Nahai, Web of Influence- The psychology of Online Persuasion, Pearson Education, 2012
2. Kenneth Laudon, Carol Traver, E Commerce 2013: Global Edition , 9th Edition, Pearson Education, 2013
3. Ravi Kalakota, e – Business 2.0:Road map to Success
4. Besron/Smith , Data warehousing , Data Mining & OLAP, Mc Graw Hill
5. Amjad Umar, Mobilr Computing and Wireless Communications, Mc Graw Hill

WEB REFERENCES:

www.ebusinessclub.biz
www.learnthenet.com

16PN955

BUSINESS ANALYSIS AND SIMULATION

0/0/3/2

PREREQUISITES: Basic Knowledge on Business Functions

COURSE OBJECTIVES

1. To get exposed to real time issues and problems in management.
2. Be Familiar with analysis and evaluation of the case studies
3. To apply various relevant concepts, theories and models to real time cases and draft solutions.

COURSE OUTCOMES

Upon successful completion of this course, the student will be able to:

1. Understanding and getting exposure to real time examples
2. Analyse and evaluate cases in real time environment
3. Bring in solutions for the problems from the existing theories, models etc..

LIST OF EXPERIMENTS

1. Identification of Case studies
2. Analyze the submitted case
3. Building of new case studies

TOTAL: 30 hours

PREREQUISITES: Basic business finance terminology

COURSE OBJECTIVES

1. To understand the Nuances involved in short term corporate financing
2. To familiarize the students with the prevailing corporate governance
3. To develop the decision making ability on financing decision and investment appraisal
4. To understand the Merger and Acquisition Codes and SEBI norms

COURSE OUTCOMES

1. Understand and apply the nuances of short term financing.
2. Adopt and follow the corporate governance effectively.
3. Application of decision making in investment appraisal.
4. Design the best financing decision for the company

UNIT 1 INDUSTRIAL FINANCE 9

Indian Capital Market – Equity – Debenture financing – Guidelines from SEBI, Advantages and Disadvantages and Cost of various Sources of Finance – Finance from international sources, – Role of EXIM bank and Commercial Banks – Finance for rehabilitation of sick units.

UNIT 2 SHORT TERM-WORKING CAPITAL FINANCE 9

Estimating working capital requirements – Commercial paper-Public deposits and inter corporate investments.

UNIT 3 ADVANCED FINANCIAL MANAGEMENT 9

Appraisal of Risky Investments, Certainty equivalent of cash flows and risk adjusted discount rate, risk analysis in the context of DCF methods using probability information, nature of cash flows, Sensitivity analysis, Simulation and investment decision, Decision tree approach in investment decisions.

UNIT 4 FINANCING DECISION 9

Simulation and financing decision – Cash inadequacy and insolvency – determining the Probability of insolvency –Computation of Altman Z score - Financing decision in the context of option pricing model.

UNIT 5 CORPORATE GOVERNANCE 9

Corporate Governance – SEBI Guidelines – Merger & Acquisitions – Takeover Code –
SELF STUDY: Disinvestment – Guidelines from SEBI

TOTAL: 45 hours

TEXT BOOKS:

2. Richard A.Brealey, Stewart C. Myers, Franklin Allen and Pitabas Mohanty, Principles of Corporate Finance, The McGraw-Hill, 9th Edition, 2011
3. I.M.Pandey, Financial Management, Vikas Publishing House Pvt., Ltd., 12th Edition, 2012.
4. Vishwanath S.R, Corporate Finance Theory and Practice, Response Books, A Division of Sage Publications, New Delhi, Second Edition 2007

REFERENCE BOOKS:

1. Brigham and Ehrhardt, Corporate Finance - A focused Approach, Cengage Learning, 2nd Edition, 2011.
2. M.Y Khan, Indian Financial System, Tata McGraw Hill, 6th Edition, 2011
3. Krishnamurthy and Viswanathan, Advanced Corporate Finance, PHI Learning, 2011

WEB REFERENCES:

www.mca.gov.in
www.sebi.gov.in

PREREQUISITES: Nil

COURSE OBJECTIVES

1. To enable the students understand the Banking system in India and to familiarize them with the different banking products
2. To familiarize the students with different aspects of Bank Management
3. To familiarize the students with basics of Insurance business and Insurance products
4. To enable the students understand operations of Insurance companies

COURSE OUTCOMES

Upon successful completion of the course, students will be able to:

1. Understand the role of banks in an economy
2. Know the different financial products offered by banks
3. Become familiar with the IT enabled modern banking operations
4. Understand the nuances of Insurance business

UNIT 1 OVERVIEW OF BANKING

9

Evolution of Banking – Banking in India- Role of Commercial Banks – Key Acts governing the functioning of Indian banking system – RBI- its role and functions – Types of Banks – New Generation banks – Foreign Banks – International Banking scenario

UNIT 2 BANKING PRODUCTS AND SERVICES

9

Individual Banking Products: Different Types of Accounts – Internet Banking – Mobile apps. Money Transfer – domestic and international – Payment Services

UNIT 3 CREDIT FACILITIES, MONITORING AND RISK MANAGEMENT

9

Project Finance – Loan syndication – Corporate Term Loan – Working capital Loan – Acquisition Finance – Overdraft against property – Foreign Currency loan – Financing Securitisation : Asset based – Mortgage based – Direct Loan assignment - NPA Capital Adequacy - BASEL Norms - Rehabilitation Process – Risk Management

UNIT 4 E-Banking

9

Electronic banking – advantages – Security threats – Electronic Money Transfer (EMT) system – RTGS, NEFT, SWIFT – Automatic Teller Machine (ATM) – Tele-banking – E-Banking security – Cyber Crimes – Data encryption – Digital signature

UNIT 5 BASICS OF INSURANCE

9

Life, General, Health and Reinsurance – Regulations and Guidelines of IRDA – Hazards, Risks and Perils – Insurance intermediaries: Agents, Corporate agents, Brokers, Surveyors TPA health services – Fire Insurance: Standard Fire and Standards Perils Policy – Essential features and sub-classifications – Marine Insurance – Essential features – Motor Vehicle Insurance – Essential features – Miscellaneous insurances : Property insurance – Fidelity Guarantee –Personal Accident Insurance – Liability Insurance – Travel Insurance – Indemnity policy vs. Benefit policy – Banker's clause in insurance policy.

SELF STUDY:

Globalisation of Banking operations – Satellite banking – Bancassurance – Letters of Credit – Customer Relationship Management in banks – Study Material available with 'Insurance Institute of India'

TOTAL:45 hours

TEXT BOOKS:

1. George F. Rejda, 'Principles of Risk management and Insurance', Pearson education, 2006
2. Mishra M N and Mishra S B, 'Insurance Principles and Practice', S. Chnad Publishing, New Delhi, 2007
3. Shekhar K C, 'Banking theory and practice', Vikas Publishing House, New Delhi, 2009

REFERENCE BOOKS:

1. Muraleedharan D, 'Modern Banking- Theory and Practice', PHI Learning Pvt. Ltd, New Delhi, 2014
2. 'International Banking', Indian Institute of Banking and Finance, 2011
3. Williams Jr., Smith and Young, ' Risk management and Insurance', McGraw Hill International Edition, 2012

WEB REFERENCES:

www.bankingindiaupdate.com
www.banknetindia.com

PREREQUISITES: Knowledge on Basic business finance

COURSE OBJECTIVES

1. To study the need, objectives and concepts of various financial services provided by the banks, financial institutions and their roles and responsibilities
2. To know the regulatory framework of the financial entities
3. To Understand the overview of Indian Financial System
4. To study the role of mutual funds industry and Banking and NBFC industry

COURSE OUTCOMES

1. Identify the structure of the Indian financial system
2. Perform the role of Merchant Banking
3. Plan to create the lease agreements
4. Analyse the role of financial institution and venture capital

UNIT 1 MERCHANT BANKING AND ISSUE MANAGEMENT 9

An overview of Indian Financial System - Nature and Functions of Merchant Banking - Regulation of Merchant Banking - Methods of Marketing New Issues - Pre and Post Issue Activities.

UNIT 2 LEASING AND HIRE PURCHASING 9

Concepts and Types of Leasing - Advantages and Disadvantages - Parties in Leasing - Rights of Hirer and Hiree - Hire Purchase Vs Instalment Sale - Financial Evaluation of Leasing – Net Advantage Method and Equivalent Loan Method - Evaluation of Hire Purchasing - Sum of Years Digit Method

UNIT 3 MUTUAL FUNDS AND CREDIT RATING 9

Types of Mutual Funds - Evolution of Mutual Funds in India -Developing -Launching – Computation and Relevance of NAV- Regulation of Mutual Funds - Credit Rating System - Growth Factors - Rating Agencies - Credit Rating Process

UNIT 4 VENTURE CAPITAL, FACTORING AND FORFEITING 9

Definition -Characteristics -Evolution - Venture Capital Investment Process -Advantages –Forms - SEBI and Venture Capital Funds - Venture Capital in India - Factoring and Forfeiting - Concepts and Process - Advantages and Disadvantages - Factoring Vs Forfeiting - Evaluation of Factoring

UNIT 5 BANKING AND FINANCIAL INSTITUTIONS 9

RBI – Central Banking – Commercial Banks in India – Public and Private sector Banks – Interest rates – Spreads – NPAs – NBFCs – Micro Finance Institutions – Insurance Industry and its regulation in India – Life Insurance – General Insurance – Reinsurance

TOTAL: 45 hours

TEXT BOOKS:

1. Khan.M.Y, 'Financial Services', Tata McGraw Hill, 2010
2. Punivathy Pandian, 'Management of Financial Services', Vikas Publishing House, 2010
3. Bhole, 'Financial Institutions and Markets', Tata McGraw Hill, 2010

REFERENCE BOOKS:

1. Clifford Gomez, 'Financial Markets, Institutions and Financial Services', Prentice Hall of India, 2008
2. Dr. S. Gurusamy, 'Financial Services', Tata McGraw Hill, 2010
3. Madura, 'Financial Markets and Institutions', Thomson, 2009

WEB REFERENCES:

www.financialservices.gov.in
www.studyfinance.com

PREREQUISITES: Basic knowledge on Investment

COURSE OBJECTIVES

1. To enable students understand the conceptual framework of Investment, Securities Market and Portfolio Management
2. To equip the students to gain expertise in valuation of securities.
3. To facilitate the students to understand the functioning of Securities Market in India
4. To familiarise the students to evaluate the performance of Portfolio of Securities

COURSE OUTCOME

1. Analyse the functioning of financial market
2. Critically evaluate the investment advice from analyst
3. Evaluate and choose financial securities in constructing an investment portfolio using relevant tools and Techniques.
4. Design rightly diversified portfolio and assess portfolio performance.

UNIT 1 INTRODUCTION

9

Investment: Meaning, Nature and Scope, Decision Process, Financial and Economic Meaning - Characteristics and Objectives - Types of Investors - Investment Alternatives - Choice and Evaluation - Risk and Return Concepts.

UNIT 2 SECURITIES MARKET

9

Financial Market - Segments - Types; Participants in Financial Market – Regulatory Environment, Primary Market and Secondary Market, Methods of floating new issues, Book building, Role of primary market & Stock Exchanges in India, Stock Exchanges in India – BSE,OTCE,NSE,ISE, Trading System in Stock Exchanges &SEBI.

UNIT 3 FUNDAMENTAL ANALYSIS

9

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.

UNIT 4 TECHNICAL ANALYSIS

9

Fundamental Analysis Vs Technical Analysis - Charting methods - Market Indicators – Trend and Trend Reversals - Patterns - Moving Average - Exponential Moving Average - Oscillators - Efficient Market theory

UNIT 5 PORTFOLIO MANAGEMENT

9

Portfolio Analysis - Portfolio Selection - Capital Asset Pricing Model - Portfolio Revision - Portfolio Evaluation

TOTAL: 45 hours

TEXT BOOKS:

1. Prasanna Chandra, 'Investment Analysis and Portfolio Management', Tata McGraw Hill, 2008
2. Kevin , 'Securities Analysis and Portfolio Management', Prentice Hall of India, 2009
3. Punithavathy Pandian, Security Analysis and Portfolio Management', Vikas Publication Pvt. Ltd, 2010

REFERENCE BOOKS:

1. Bhalla, 'Investment Management', S Chand & Company Ltd,16th edition, 2010
2. Bhatt, 'Securities Analysis and Portfolio Management', Excel Books, 2009
3. Avadhani, 'Securities Analysis and Portfolio Management', Himalaya Publishing House,2008

WEB REFERENCES:

www.bseindia.com
www.sebi.gov.in

16PN605

FINANCIAL DERIVATIVES

5/0/0/3

PREREQUISITES: Basic Trading mechanism of Indian Stock Market

COURSE OBJECTIVES

1. To equip young managers with the knowledge of derivatives practices in India
2. To acquaint the students to manage the risk associated with derivatives and their synergic effect on financial returns
3. To examine forwards and futures contracts for equity indexes, commodities, and Currencies
4. To learn to model and evaluate derivative instruments and risk exposure

COURSE OUTCOMES

1. Apply the knowledge for hedging Activity
2. Analyse financial derivatives: forward contracts, futures, swaps and options.
3. Create derivative pricing models and identify payoffs from derivative positions
4. Analyse financial derivatives to a range of scenarios.

UNIT 1 INTRODUCTION

9

Derivatives, Types of derivatives, Participants: hedgers, speculators, arbitrageurs and scalpers - Traders - Types of Settlement - OTC and Exchange Traded Securities - Uses and Advantages of Derivatives, risks In Derivatives

UNIT 2 FUTURES CONTRACT

9

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

UNIT 3 SWAPS

9

Definition of SWAP, Interest Rate SWAP & Currency SWAP - Role of Financial Intermediary -Warehousing - Valuation of Interest rate SWAPs and Currency SWAPs Bonds - FRNs & Credit Risk

UNIT 4 OPTIONS

9

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

UNIT 5 DERIVATIVES CONTRACT

9

Commodity Market Derivative Instruments - Equity Market Derivative instruments- Interest rate market Derivative instruments - Currency Derivative instruments

TOTAL: 45 hours

TEXT BOOKS:

1. S.S.S Kumar, Financial Derivatives, Theory, Concepts and Practice, PHI Learning, 2010
2. John C Hull, Options, Futures and other Derivative Securities, Pearson, 2009
3. S.L.Gupta, Financial Derivatives, Theory, Concepts and Practice, Prentice Hall of India, 2008

REFERENCE BOOKS:

1. D. R. Madhumathi & M. Ranganathan, Derivatives & Risk Management, Dorling Kindersley (India) 2010
2. Robert W Kolb and James A Overdahl, Financial Derivatives, Wiley publications, Third Edition
3. Prof. Prashant patil, Dr.Yogesh Mahajan, Financial derivatives, Prashant Publications

WEB REFERENCES:

www.nseindia.com
www.bseindia.com

16PN606

PERSONAL FINANCE

5/0/0/3

PREREQUISITES: Basic knowledge on FINANCE

COURSE OBJECTIVES

1. To provide base steps for personal financial planning
2. To understand the risk and return with the time value of money
3. To study the personal income tax
4. To provide the various sources of savings and investments

COURSE OUTCOMES

1. Ability to plan one's own Financial planning
2. Capacity to evaluate the risk and return involved in savings and investment
3. Apply the computation of Personal Income Tax and filing of return
4. Design the best method of savings and investment for the future.

UNIT 1 FINANCIAL PLANNING

9

Financial Planning – Importance – Steps in Financial Planning – Personal Budget – SMART GOAL – Ways to achieve SMART Goal – Exercise on Financial Planning.

UNIT 2 RISK AND RETURN

9

Risk and Return - Present Value and Future Value – Annuity – Power of Compounding – Capital Gains on Personal Investment

UNIT 3 PERSONAL INCOME TAX

9

Tax – Taxation – Personal Income Tax – Eligible deductions under various Sections – Filing of Return – E filing.

UNIT 4 INVESTMENT AVENUES

9

Personal savings and Investment – Investment Criteria – Savings instruments of Post Office and Banks – Chit Funds – Investment in debentures, equity, corporate and Government Bonds.

UNIT 5 SAVINGS

9

Retirement Plan – Pension Plan – Public provident Fund – Gratuity – Gratuity – Life Insurance Plan – Reverse Mortgage Plan.

TOTAL: 45 hours

TEXT BOOKS:

1. Investment Planning by Ankit Gala Kushboo Kala, Buzzingstock Publishing House; Latest edition (2015)
2. Financial Planning by Madhu Sinha, McGraw Hill Education (India) Private Limited; 1 edition (15 April 2008)
3. The Only Financial Planning Book by Amar Pandit, Network 18 Publications (1-12-2012)

REFERENCE BOOKS:

1. Jack R. Kapoor, Les R. Dlabay and Robert J. Hughes, Personal Finance, Tata McGraw-Hill Publishing Company Ltd. New Delhi
2. Strategic Financial Management by V Pattabhi Ram, S D Bala
3. Personal Finance and Insurance by Prakash Praharaj, Network 18 publication.

WEB REFERENCES:

www.sebi.gov.in
www.rbi.org.in

16PN607

INTERNATIONAL FINANCIAL MANAGEMENT

5/0/0/3

PREREQUISITES: Basic knowledge on financial management

COURSE OBJECTIVES

1. To discuss the role and practices of foreign exchange markets and their use in financial management for international businesses
2. To explain the exchange rate determination and the role of global financial markets

3. To appraise the financial risks faced by international businesses and the principles for managing these risks
4. To apply the principal financial management techniques in international business

COURSE OUTCOME

1. Understand a complex body of knowledge relating to the international financial environment
2. Evaluate the international financial objectives of an organisation and their risks.
3. Design the finance mix through various international source of finance.
4. Understand the factors affecting international investment decisions and opportunities.

UNIT 1 INTRODUCTION

9

The Finance Function in Global Context, Distinguishing Features of International - Foreign Exchange - Foreign Exchange Market - Market Participants - Types of Transactions , Foreign Exchange Management and its Risk - International Financial System , International Monetary System, Balance of Payments.

UNIT 2 FOREIGN EXCHANGE

9

Evolution, Regulations, Indian Foreign Exchange Market, Modes of Investment - Foreign Direct Investment (FDI) - Foreign Institutional Investors (FII) - Investment in India.

UNIT 3 FOREIGN EXCHANGE RISK

9

Types of Foreign Exchange Exposure and Risk, Management of Transaction Risk - Techniques for Hedging Transaction Risk, Internal Hedging Strategies - Management of Operating Risk, Managing Transaction Exposure.

UNIT 4 INTERNATIONAL FINANCIAL MARKET

9

Motive -Sources -Segments - International Money Markets , International Credit Market - Foreign Exchange Market - The international Financing Decision, International Equity Financing Evaluating Borrowing Options, Funding Avenues in Global Capital Markets - Eurocurrency Markets, Depository Receipts.

UNIT 5 INTERNATIONAL PORTFOLIO INVESTMENT

9

International Portfolio Investment - Corporate Strategy and Foreign Direct Investment - Capital budgeting for MNCs - Cost of Capital and Capital Structure of Multinational Firms.

TOTAL: 45 hours

TEXT BOOKS:

1. P.K Jain, Josette Peyrard and Yadav, 'International Financial Management', Lakshmi Publications, 2010
2. Sharan Vyuptakesh, 'International Financial Management', PHI Learning 2012
3. Fundamentals of International Financial Management S. Kevin, PHI Learning, 2009

REFERENCE BOOKS:

1. Apte, P. G. 'International Financial Management' Tata McGraw Hill, 2010
2. Geert Bekaert, Robert Hodrick International Financial Management, Pearson, 2nd Edition 2013
3. Laurence Copeland, Exchange rates and international finance, 6th Edition 2014

WEB REFERENCES:

www.imf.org
www.bloomberg.in

16PN608

ECONOMETRICS AND FINANCIAL MODELING

5/0/0/3

PREREQUISITES: Basic features on excel and econometrics

COURSE OBJECTIVES

1. To disseminate basic knowledge about econometrics and Financial Modelling.
2. To create financial model using excel spreadsheet for investment budgeting decisions

3. Using the excel spreadsheet for predicting through time series
4. Using excel for measuring the volatility of price and volume.

COURSE OUTCOMES

1. Create the financial model using excel spreadsheet
2. Evaluate the risk in investment project and appraise the best one through various tool.
3. Use the excel spreadsheet to analyze the financial metrics through time series and regression.
4. Capacity to measure the volatility in the movements of price in securities market.

UNIT 1 EXCEL AND ECONOMETRICS – INTRODUCTION 9

Understanding the Basic Features of Excel - Introduction to Modeling Excel - -Creating Charts - Understanding Finance Functions present in Excel - Creating Models

UNIT 2 RISK ANALYSIS IN CAPITAL BUDGETING 9

Risk Analysis in Project Appraisal through Simulation - Sensitivity Analysis and Scenario Analysis using excel - Using Solver in Excel for Selection of investment alternatives and financial planning - Evaluating the investments by NPV, IRR

UNIT 3 ECONOMETRICS – INTRODUCTION 9

Introduction to Econometrics – Historical perspectives of Econometrics- Econometrics-Mathematics- Statistics-Linkage with Business Forecasting- Multiple Regression Analysis –Dummy Variable Regression Models

UNIT 4 TIME SERIES MODELING 9

Multicollinearity-Serial Correlation-Heteroskedasticity-DG Test-Dummy variable Econometric modelling-Basics of Time Series- Box-Jenkins Methods-Error Measurement- Univariate Time series Modeling-Unit Root Test- Co integration –Causality Test

UNIT 5 VOLATILITY MODELING 9

Vector error correction model-Auto Regressive Integrated moving Average Model- Autoregressive conditional Heteroskedasticity/GARCH-EGARCH

TOTAL: 45 hours

TEXT BOOKS:

1. Damodar N. Gujarati Sangeetha, Basic Econometrics, The McGraw-Hill
2. Alastair L. Day, Mastering Financial Modeling in Microsoft Excel, Prentice Hall(Second Edition)
3. Wayne L. Winston, Excel 2010 Data Analysis and Business Modeling, PHI learning Pvt. Ltd.,

REFERENCE BOOKS:

1. John Y Campbell, Andrew W. Lo, A. Craig Mackinlay, The Econometrics of Financial Markets, New Age International (p) Limited,
2. William H. Greene, Econometric Analysis Pearson Education, (fifth Edition)
3. I M Pandey, Financial Management, Vikas publishing house pvt.ltd.,

WEB REFERENCES:

www.proschoolonline.com
www.excel-easy.com

16PN609

DIGITAL AND SOCIAL MEDIA MARKETING

5/0/0/3

PREREQUISITES: Marketing Management

COURSE OBJECTIVES

1. To provide a deeper knowledge about the Digital Marketing Methodologies
2. To familiarize the concepts of Search Engine, Search Engine Optimization, Social Media
3. To develop the students as independent digital marketers

COURSE OUTCOMES

1. Integrating web performance and functionality
2. Applying Search Engine Optimization
3. Creating the right Online Campaigns with right Target Audience
4. Evaluating the statistics with Analytics Reports
5. Applying social media for marketing and advertising

UNIT 1 WEBSITE PLANNING AND CREATION 9

Understand websites - domain names and extensions - web hosting and servers - Contemporary website designing - Clutter-breaking, Responsive and Compatibility User Interface (UI) and User Experience (UX) - Different types of websites - planning and conceptualizing a website

UNIT 2 SEARCH ENGINE OPTIMIZATION 9

Introduction to search engines - Google guidelines - Best Practices - Quality guidelines - Design guidelines - web traffic and keyword Research, Analysis and integration - On page and Off page optimization techniques

UNIT 3 ONLINE ADVERTISING AND GOOGLE ADWORDS 9

Online Ads - Interactive ads - Creative ads –Display Ads - Google Ad words - Online ad methods - Types of online advertisements - Campaign set up - Understanding the ad metrics, Keyword Bidding, CPC, CPA – Tools and Reports

UNIT 4 DIGITAL MARKETING MANAGEMENT 9

Digital Marketing Plan - Goals – objectives - Key Performance Indicator (KPI) - Market research - Value creation process - Strategic web marketing plan – Budgeting – Channel - Online Reputation Management: Brand management - Tools to monitor online brand reputation, Tracking ROI

UNIT 5 EMERGING CHANNELS FOR DIGITAL MARKETING 9

Facebook - Twitter – YouTube - Linked In – Pinterest – Instagram, Video Marketing - Email Marketing - Blog Creation Marketing - Mobile Marketing - Affiliate Marketing. Tools – TweetDeck, Hootsuite etc

SELF STUDY:

1. Content Marketing
2. Integrated Digital Marketing Communication

TOTAL: 45 hours

TEXT BOOKS:

1. Ira Kaufman, Chris Horton, Digital Marketing: Integrating Strategy and Tactics with Values, a Guidebook for Executives, Managers, and Students Paperback– Routledge Taylor & Francis group, 2014
2. Vandana Ahuja, Digital Marketing, Oxford University Press, 2015

REFERENCE BOOKS:

1. Zimmerman Jan, Sahlin Doug; Social media marketing, All-in-one for dummies, Wiley India. Wiley 2010.
2. Dave Evans., Susan Bratton, Social Media Marketing: An Hour a Day. ,2nd edition, Wiley , 2012.
3. Dave Evans., Susan Bratton, Social Media Marketing: The Next Generation of Business Engagement. Wiley, 2010.
4. Your Google Game Plan for Success: Increasing Your Web Presence with Google Ad Words, Analytics and Website Optimizer, Joe Teixeira, Wiley 2010

WEB REFERENCES:

<http://www.intechnic.com/blog/the-best-online-resources-for-digital-marketing/>
<https://www.webtrends.com>
<http://digitalmarketingdepot.com/>
<https://searchenginewatch.com/sew/how-to/2156235/78-resources-for-every-internet-marketers-toolkit>

PREREQUISITES: Marketing Management

COURSE OBJECTIVES

1. To educate students on the various promotion mix tools
2. To stress the importance of an integrated communication strategy and help students prepare an integrated communication campaign for a company/product

COURSE OUTCOMES

1. Understand the concept of promotion in the business environment
2. To apply strategies that will sort the latest issues prevailing in the market
3. Executing the knowledge gained and builds in new strategies.
4. Evaluating different types of communication mix elements to create suitable models which will gain success in product/service promotion

UNIT 1 INTRODUCTION TO ADVERTISING 9

Meaning- Objectives- Importance- Classification of advertisement- Economic and Social Effects of Advertising- Promotion Mix Tools- Steps in Communication process- Factors in deciding promotion mix

UNIT 2 ADVERTISING AGENCY & MEDIA MANAGEMENT 9

Organization of Advertising Department- Advertising Agency Management- Budgeting – approaches - methods- factors influencing the selection of the agency-Print- Radio- TV- Cinema Outdoor and other forms - Advantages- Limitations- Media availability- Media Rates- Media Planning- Media strategy – media mix - Scheduling.

UNIT 3 ADVERTISING CREATIVITY 9

Advertising Copywriting for Print and Broadcast Media - Principles- Styles- appeals- advertising visualization and design- Layout- Production of Print Advertisements- Broadcast and other Advertisements- Pre and post evaluation of Advertising.

UNIT 4 SALES PROMOTION & PERSONAL SELLING 9

Objectives-Tools- Planning- Implementation and Control-Evaluation of Sales Promotion-Sales force Design – objectives-strategy mix- structure and compensation- Principles of Personal Selling – Salesmanship-steps in selling process-Negotiation Strategy & Tactics-Evaluation of personal selling.

UNIT 5 PUBLIC RELATIONS 9

Objectives- Tools- Media and Message- Public relations vs. publicity – lobbying- Evaluation of Public Relations

TOTAL: 45 hours

TEXT BOOKS:

1. Advertising and Promotion: An Integrated Marketing Communications Perspective - George E Belch and Michael E Belch- 6th Edition- TMH- 2008.
2. Shimp- Advertising and Promotion: An IMC Approach- Cengage Learning- 2015

REFERENCE BOOKS:

1. David A Aaker- Rajeev Batra & John G. Myers- “Advertising Management (7th edition)- Prentice – Hall of India- 2014.
2. Sales Management - Cundiff- Stil & Govani – PHI/Pearson- 2008.
3. Advertising & Integrated Brand Promotion – O’Guinn- Allen & Semenik- 4th edition- Thomson South Western- 2009.

WEB REFERENCES:

www.advertisingage.com
www.socialnomics.net
www.btobonline.com
www.eventmarketers.com

PREREQUISITES: Marketing Management and Organizational Behavior

COURSE OBJECTIVES

1. To develop students' abilities to apply consumer behaviour concepts to marketing problems that is likely to involve consumer consumption and identity implications.
2. Study on consumer behaviour gives inputs to a marketing professional about dealing with diversities

COURSE OUTCOMES

1. Understand the importance of buyer behaviour in marketing
2. Acquire the skills of segmenting the consumers according to the requirement of the market
3. Develop Marketing strategies based on consumer insights
4. Comprehend the relationship between product/service and customer satisfaction.

UNIT 1 INTRODUCTION

9

Concepts-Dimensions of Consumer Behaviour - Application of Consumer Behavior Knowledge in Marketing Decisions –Approaches To The Study of Consumer Behavior.

UNIT 2 CONSUMER AS AN INDIVIDUAL

9

Consumer Needs and Motives --Personality–Consumer Perception - Learning–Consumer Attitudes – Attitude Formation and Change Communication and Persuasion –Self Image–Life Style Analysis.–Key Determinants of Buyer Behaviour and A Framework of Buyer behaviour

UNIT 3 CONSUMERS IN THEIR SOCIAL AND CULTURAL SETTINGS

9

Group Dynamics and Consumer Reference Groups –Family –Social Class Cultural and Sub-Cultural Aspects–Cross Cultural Consumer Behavior

UNIT 4 CONSUMER DECISION PROCESS AND POSTPURCHASE BEHAVIOUR

9

Personal Influence And Opinion Leadership – Diffusion of Innovations –Consumer Decision Making Process –Models of Consumer Decision Process – Nicosia- Howard Sheth and Engel-Kollat Model- Post Purchase Behavior –Consumer Expectation and Satisfaction –Managing Dissonance –Consumer Loyalty–Types of Loyalty Programmes.

UNIT 5 ADDITIONAL DIMENSIONS

9

Consumerism – Consumer Protection – Difficulties and Challenges in Predicting Consumer Behaviour – Online Consumer Behaviour – Organizational and Industrial Buyer Behaviour – Consumer Behaviour in Indian Context –Emerging Issues

TOTAL: 45 hours

TEXT BOOKS:

1. Leon G. Schiffman- Leslie Lazar Kanuk- "Consumer Behaviour"- Pearson Education- New Delhi- 2014.
2. Assael- Consumer Behaviour- Cengage Learning- 2010.
3. S.L. Gupta & Sumitra Pal- "Consumer Behaviour an Indian Perspective"- Sultan Chand- New Delhi 2010

REFERENCE BOOKS:

1. Valerie A. Zeithaml, Parasuraman A and Leonard L. Berry, 'Delivering Quality Service', The Free Press, Macmillan, 6 edition, 2009.
2. Jha S M, 'Services Marketing', Himalaya Publishing House, 2014
3. GovindApte, 'Services Marketing', Oxford University Press, 2014

WEB REFERENCES:

www.consumerpsychologist.com
www.marketingteacher.com

PREREQUISITES: Basic Understanding of Marketing Concepts

COURSE OBJECTIVES

1. To enable the students to understand fundamentals of services marketing
2. To sensitise the students in Customer Behaviour and Segmentation, Targeting and positioning in services.
3. To develop knowledge of Service Quality & Customer Satisfaction
4. To Clarify the basics in the formulation of a Sound marketing Mix

COURSE OUTCOMES

1. Understand the Managerial Challenges and Trends in service marketing
2. Develop Marketing Strategy based on consumer Insights
3. Comprehend the relationship between service quality and customer satisfaction
4. Formulate Marketing Mix for different types of services

UNIT 1 INTRODUCTION TO SERVICES MARKETING 9

Services Marketing, Characteristics and Classification - Contribution of services sector in Indian economy, Challenges - Differences between Goods and Services, Importance of services marketing -Trends in Service marketing

UNIT 2 CUSTOMER BEHAVIOR AND SEGMENTATION, TARGETING AND POSITIONING 9

Customer behaviour in Service Encounters: Differences among services affect Customer behaviour, Customer Decision making: The three stage model of service Consumption - Targeting, segmentation and Positioning - Problem areas of segmentation

UNIT 3 MARKETING MIX IN SERVICES MARKETING 9

Marketing Mix: The concept- The Product Mix, Product Line, Product Development, Developing a package, Product attractiveness, Promotion Mix: Advertising, Public Relations/Publicity, Personal Selling, Sales promotion: Tools of Sales promotion -Role of people, Physical Evidence and Process in services marketing

UNIT 4 SERVICE QUALITY 9

Introduction to Service Quality Models: Gaps Model, SERVQUAL, and SERVPERF - Causes of Service-Quality Gaps - Factors and Techniques to Resolve this Gap - The Service Performance Gap -Key Factors and Strategies for Closing the Gap - External Communication to the Customer: the Promise versus Delivery Gap - Developing Appropriate and Effective Communication about Service Quality.

UNIT 5 EMERGING SERVICES MARKETING MIX 9

With reference to Banking Services, Insurance Marketing, Mutual Funds Marketing, Tourism, Hotel and Consultancy Marketing, Mass Communication, Entertainment, Educational, IT marketing

SELF STUDY: SERVQUAL in any industry

TOTAL:45 hours

TEXT BOOKS:

1. Christopher H. Lovelock and JochenWirtz, 'Services Marketing: People, Technology, Strategy', Pearson Education South Asia, 7 edition, 2015.
2. Valerie A. Zeithaml, Mary Jo Bitner and Dwayne D. Grenler, 'Services Marketing', McGraw Hill Education, 6 edition, 2012

REFERENCE BOOKS:

1. Valerie A. Zeithaml, Parasuraman A and Leonard L. Berry, 'Delivering Quality Service', The Free Press, Macmillan, 6 edition, 2009.
2. Jha S M, 'Services Marketing', Himalaya Publishing House, 2014
3. GovindApte, 'Services Marketing', Oxford University Press, 2014

WEB REFERENCES:

- <http://www.marketing91.com/service-marketing-mix/>
- <http://www.learnmarketing.net/servicemarketing.htm>
- <http://www.yourarticlelibrary.com/marketing/service-marketing>

16PN613

RURAL MARKETING

5/0/0/3

PREREQUISITES: Exposure to the contemporary terms of marketing.

COURSE OBJECTIVES

1. To enable students to develop professional capabilities through field work in real life work situations

in the field of rural markets

2. To give opportunity to engage with future potential employers and to give them an insight in the practicalities of working environment

COURSE OUTCOMES

1. Understand and remember the concepts of marketing and its importance in rural markets
2. Apply the marketing concepts and theories in the real time scenario
3. Apply and evaluate different techniques in the practical rural market space.
4. Create new models to read and solve the upcoming challenges in the rural market

UNIT 1 INTRODUCTION TO RURAL MARKETING 9

Characteristics and dimensions of rural markets-Rural Market Profile-Rural Market-Size and Scope-Environment and Emerging profile of rural markets in India-Constraints in rural Marketing and Strategy to overcome the constraints.

UNIT 2 RURAL MARKET BEHAVIOR 9

Rural Consumer dimensions-Rural Demand Dimension-Tapping the rural markets-Rural Market Segmentation-Basis and Strategies-Consumer Behaviour in Rural markets-Approach o rural Markets of India-Marketing Research

UNIT 3 MARKETING MIX FOR RURAL MARKETING 9

Product Planning for Rural Products-Pricing Methods and Strategies for products of rural markets product management in rural markets.

UNIT 4 CHANNELS OF DISTRIBUTION 9

Distribution pattern and methods in rural markets –Special characteristics of rural channels-Channel Management in rural markets-Managing physical distribution in rural markets-Storage, Warehousing and Transportation.

UNIT 5 MARKETING COMMUNICATION IN RURAL MARKETS 9

Promotion as a component in marketing communication-Advertising and sales promotion for rural markets-Major challenges in Media Planning-Sales force management in rural markets-Selecting the media mix-Evaluation of promotional activities

TOTAL:45 hours

TEXT BOOKS:

1. C.S.G. Krishnamacharyulu & Lalitha Ramakrishnan, “Rural Marketing” – Text and Cases, Pearson education.
2. C.S.G. Krishnamacharyulu & Lalitha Ramakrishnan, “Cases in rural marketing an integrated approach”. Pearson education.
3. Robert Chambers, “Rural Development: Putting the last first”, Pearson education.

REFERENCE BOOKS:

1. Sanal Kumar Velayudhan, , “Rural Marketing”,2/e SAGE Publication
2. Prodeep Kashyap and Siddhartha Raut, “Rural Marketing”, Biztantra

WEB REFERENCES:

www.ruralmarketing.in
www.rmai.in
www.marketo.com

16PN614

RETAIL MANAGEMENT

5/0/0/3

PREREQUISITES: Marketing Management

COURSE OBJECTIVES

1. To help students develop insights into the Indian retail scenario and sensitize them on what factors affect retail strategy.
2. The course is designed to enable the students to apply theory concepts in practical business

COURSE OUTCOMES

1. Understand the concept of retailing, its social and economic significance, customer buying behaviour.
2. Execute the gained knowledge, for selecting a retail location and design a store and create visual merchandising.
3. Apply the knowledge gained for merchandise management, pricing and retail communication.
4. Apply the retail market strategy in real time situations.

UNIT 1 RETAILING - AN INTRODUCTION 9

Definition- Functions- Importance- Retailing Scenario – Global / India- Prospects of Retailing in India- Key Drivers of Retailing in India- Opportunities in Retailing- Retail management decision process- Global Retail market- Types of retailing – Store formats - Non store formats-Business Models in Retail- Concept of life cycle in Retail

UNIT 2 RETAIL MARKET SEGMENTATION & CONSUMER BUYING DECISION PROCESS 9

Criteria for Evaluating market segment- Approach for segmenting market- Selection of Promotion mix- Market Targeting- Customer Profile- Market Segmentation in India- Need for studying consumer behavior- Factors influencing retail shoppers- Customer decision making process

UNIT 3 RETAIL MARKET STRATEGY 9

Definition- Target market and Retail format- Building sustainable competitive advantages- growth strategies- strategic retail planning - Purpose- method- structure and monitoring the plan

UNIT 4 PRICING IN RETAILING AND IMPACT OF INFORMATION TECHNOLOGY 9

Approaches- influencing factors- Price adjustments- strategies- techniques- Integrated systems and Networking EDI- Bar Coding- Customer database management. Electronic Retailing - Role of web- on line retailing- Retail audit

UNIT 5 RETAIL LOCATION DECISION MERCHANDISE AND STORE MANAGEMENT 9

Types of location - factors influencing location- Site evaluation – site characteristics- Trading area analysis- estimating potential sales-Factors affecting site selection-Meaning- Methods- Assortment plan and Inventory management; Purchase negotiation- Supply channel and relationship- SCM principles- and retail logistics-Store design - layout and space management- Visual merchandising and displays

TOTAL: 45 hours

TEXT BOOKS:

1. Levy- Weitz & Pandit- Retail Management- Tata McGraw Hill- 2015.
2. Swapna Pradhan Retailing Management- Tata McGraw Hill- 2010

REFERENCE BOOKS:

1. Berman and Evans- Retail Management- PHI- 2014.
2. David Gilbert- Retail Management- Financial Time/Prentice Hall- 2010.

WEB REFERENCE

www.retailmanager.com
www.chainstorage.com

16PN615

BRAND MANAGEMENT

5/0/0/3

PREREQUISITES: Basic exposure to Marketing

COURSE OBJECTIVES

1. To develop the capacity of the students to understand the contemporary changes in the global brands.
2. To familiarize the students with the innovative ideas in designing, building and positioning a

brand.

3. To make the students update on building branding strategies.
4. To provide the students with inputs for team presentation.

COURSE OUTCOMES

Upon successful completion of the course, students shall have ability to

1. Understand the concept of branding the business environment.
2. Build new strategies that will best suit the latest issues in the market.
3. Execute the knowledge gained and build in new branding strategies.
4. Evaluate different types of branding elements to create suitable positioning and gain success.

UNIT 1 INTRODUCTION 9

Brand – Definition and Concept – Brand Image and Imagery – Brand Benefits and Brand Value - Global Brands – Global Brand Planning System – Global Brand Leadership – Cross Country Synergy.

UNIT 2 BRAND ASSOCIATION AND BRAND LEVERAGING 9

Brand Equity- Brand Extensions – Brand Repositioning – Brand Valuation – Brand Personality and Personification – Brand Identity – Brand Positioning.

UNIT 3 BRAND BUILDING 9

Consumer Products – Consumer Durables – Services – Rural Commodities – Corporate Brand Building – Retail Branding – Services Branding.

UNIT 4 BRAND IMITATIONS 9

Meaning of Brand Imitation – Kinds of Imitations – Factors Affecting Brand Imitation – Imitation Vs Later Market Entry – First Movers’ Advantages – Free Rider Effects – Benefits for Later Entrants – Imitation Strategies.

UNIT 5 BRAND STRATEGIES AND BRAND SUCCESS 9

Design and Implementation of Brand Strategies – Strategic Success – Product Success – Brand Association and Creating a Brand Niche – Brand Audit

SELF STUDY: 7 Steps to Creating a Great Brand by TapiwaMatsinde

TOTAL:45 hours

TEXT BOOKS:

1. Keller Kevin Lane, Strategic Brand Management, Building, Measuring and Managing, Brand Equity, PHI, 2007
2. Ramesh Kumar. S, Managing Indian Brands, Vikas Publications, 2010
3. Richard Elliott and Larry Percy, Strategic Brand Management, Oxford Press, 2007

REFERENCE BOOKS:

1. Mathur. U.C, Brand Management Text and Cases, Macmillan, 2006
2. Moorthi. Y.L.R, Brand Management – The Indian Context, Vikas A Publication, 2001
3. Jean, Noel, Kapferer, Strategic Brand Management, Kogan Page India, 2002

WEB REFERENCES:

<http://www.blogmetrics.org/branding>
www.forbes.com/powerful-brands/

16PN616

SALES AND DISTRIBUTION MANAGMENT

5/0/0/3

PREREQUISITES: Marketing Management

COURSE OBJECTIVES

1. It aims to expose the students to development of sales and distribution strategy, principles of sales force management and the management of marketing channels.
2. To enable the students acquire and understand the concept and meaning of distribution management.

COURSE OUTCOMES

1. Analyse the role of Sales management in marketing perspective

2. Create sales and distribution management decisions
3. Evaluate and implement proper sales and distribution techniques

UNIT 1 INTRODUCTION TO SALES MANAGEMENT 9

The Sales Management Function – Scope and Importance; Personal Selling Process and Approaches-The Evolving Face of Personal Selling- Sales Organization Structure; Sales Forecasting- Sales Territory Design.

UNIT 2 SALES FORCE MANAGEMENT 9

Sales Force Job Analysis and Description- Recruiting and Selecting Sales Personnel- Training Sales Personnel- Motivating the Sales Force- Sales Force Compensation- Evaluating Sales Performance- Ethical and Legal Issues in Sales Management

UNIT 3 DISTRIBUTION MANAGEMENT 9

Role and Function of Intermediaries- Selection and Motivation of Intermediaries; Distribution Analysis- Control and Management; Channel Dynamics – Vertical Marketing Systems- Horizontal Marketing Systems- Multichannel Marketing Systems-Channel Conflict and Management.

UNIT 4 CHANNEL INTERMEDIARIES 9

Distribution System Physical Distribution System – Decision Areas- Different Modes and Their Characteristics-Licensing-Franchising-Single brand-Multiband outlet-Dealer-Distributor- other Channel Intermediaries-Roles and Types – Channel incentives - Types

UNIT 5 LOGISTICS MANAGEMENT 9

Introduction – Functional Areas of Logistics- Logistics Integration for Customer Satisfaction- Distribution Costs; Control and Customer Service- Supply Chain Management (SCM) - Integration of Sales and Distribution Strategy- Case Studies.

Total: 45 hours

TEXT BOOKS:

1. Still, R. R. & Cundiff, E. W., Govoni, N. A. P. (2007). Sales Management: Decision and Strategy and Cases, 5/e Prentice Hall of India, Delhi.
2. Tapan. K. Panda and Sunil Sahadev (2011). Sales and Distribution Management. Oxford University Press.

REFERENCE BOOKS:

1. Coughlan A.T., Anderson E., Stern L.W and Ansary A.E. (2001), Marketing Channels, Pearson Education.
2. Krishna K Havaldar and Vasant M Cavale. Sales and Distribution Management. 2/e McGraw Hill Publications.

WEB REFERENCES:

- www.marketo.com
- www.btobonline.com
- www.study.com
- www.saponlinetutorials.com

16PN617

**INDUSTRIAL RELATIONS AND LABOUR
LEGISLATIONS**

5/0/0/3

PREREQUISITES: Human Resource Management

COURSE OBJECTIVES

1. To grasp the essence of Positive employee relations and Discipline
2. To explain the departmental enquiry procedures and code of discipline.
3. To explain the legal frame work governing the human resources and develop skills in handling legal issues within which the industry functions.
4. To propagate the concept of non discrimination at workplace
5. To offer insight on the labour welfare and the social schemes available to workers

COURSE OUTCOMES

Upon successful completion of the course, students shall have ability to

1. Understand the methods to ensure healthy employee relations at work
2. Appreciate the importance of procedural machinery and critically evaluate the role of voluntarism as a dispute resolution mechanism for long standing effectiveness in the workplace.
3. Create Human resource manual based on the knowledge gained on statutory obligations
4. Create an environment of inclusive growth for the sake of improving the ultimate well being of Human resources in an organization.
5. Evaluate the implications of current and intended legislation and contemporary decisions of various adjudicating bodies on an organization's personnel policies, practices and procedures.

UNIT 1 INDUSTRIAL RELATIONS 9

Industrial Relations - Theories and Perspectives of Industrial Relations - ILO -Building Positive Employee Relations and Positive Discipline -WPM - Labour Legislation -Classification of Laws -Industrial Employment Standing Order Act, 1946

UNIT 2 TRADE UNION AND CONFLICT RESOLUTION 9

Trade Unions - Trade Union Theories -Functions - Trade Unions Act 1926 - Trade Unionism in the unorganised sector - Collective Bargaining -Grievance and Disciplinary Procedures - Industrial Disputes Act, 1947

UNIT 3 PROTECTIVE AND EMPLOYMENT LAWS 9

Factories Act, 1948 - Contract Labour (Regulation & Abolition) Act, 1970 -Apprentices Act, 1961 -The Tamil Nadu Shops and Establishments Act, 1947 - The Sales Promotion Employees (Conditions of Service) Act 1976

UNIT 4 WAGES AND EMPOWERMENT LAWS 9

The Minimum Wages Act 1948 -Payment of Wages Act 1936 -Payment of Bonus Act 1965 - The Equal Remuneration Act, 1976

UNIT 5 SOCIAL SECURITY LAW 9

The Employee Provident Fund Act and Miscellaneous Act 1952 -The Payment of Gratuity Act 1972 -The Workmen's Compensation Act 1923 -The Maternity Benefit Act 1961 - ESI Act 1948.

TOTAL:45 hours

TEXT BOOKS:

1. Mamoria and Mamoria, Gankar, Dynamics of Industrial Relation, Himalaya Publishing House, 2013
2. Srivastava.S.V, Industrial Relations and Labour Laws, Vikas Publishing Pvt. Ltd, 2012

REFERENCE BOOKS:

1. Tripathi.P.C, Gupta.C.B and Kapoor.N.D. Industrial Relations and Labour Laws, Sultan chand and Sons, 2011
2. Venkata Ratnam.C.S, Industrial Relations, Oxford University Press, 2006
3. Ratna Sen, Industrial Relations in India, Macmillan, 2007
4. Monal Arora, Industrial Relations, Excel Books, 2007
5. Singh.B.D,Industrial Relations, Excel Books, 2012
6. Chabra.T.N, and Suri.R.K, Industrial Relations, Dhanpat Rai & Co, 2005
7. Bare Acts related to Labour Laws
8. Budd, John W. Labor relations: Striking a balance. McGraw-Hill Irwin, 2010.

WEB REFERENCES:

- <http://www.labour.tn.gov.in/Labour/labourlegislation.jsp>
<http://labour.gov.in/industrial-relations>

PREREQUISITES: Organisational Behaviour, Human Resource Management

COURSE OBJECTIVES

1. To familiarize the students with the various concepts and issues relating to management of human resources in international businesses.
2. Understand the cultural bases of HR practices and organizational behaviour and be able to apply this in developing cross-cultural training for expatriates.
3. To review the theories, models and concepts developed in the areas of international management, international organizational behaviour, cross-cultural management, and other emerging disciplines, and study their implications on international HRM practices.
4. Application of the theories and concepts & their managerial implications

COURSE OUTCOMES

Upon successful completion of the course, students shall have ability to

1. To enable students to explore the challenges posed by rapid globalization of business, understand and analyze human resource issues for making effective decisions in the contemporary international business environment.
2. Understand the HR issues facing global HR managers today in recruitment, selection, compensation, performance management, and training.
3. Designing HR systems for different global regions
4. Research and formulate HR systems for different countries

UNIT 1 UNDERSTANDING INTERNATIONAL BUSINESS OPERATIONS 9

Stages of Internationalization and Global Business -Importance of People - Management Issues - Evolution, Concept and Characteristics of International Human Resource Management (HRM) - Variables that moderate differences between Domestic & International HRM- Economic Development and the management of human resources -Organisation of work in International context-Diversity and Inclusion.

UNIT 2 INTERNATIONAL RECRUITMENT, SELECTION AND COMPENSATION 9

Executive nationality staffing policies - Global pressures on domestic recruitment -Issues in staff selection- Expatriate Selection -Selection Criteria -Use of selection Tests -Selecting TCNs and HCNs - Objectives of International Compensation - Key Components of a Potential Compensation program - Approaches to International Compensation.

UNIT 3 PERFORMANCE MANAGEMENT AND EMPLOYEE DEVELOPMENT IN IHRM 9

Criterion used for performance appraisal of International employees - appraisal of HCNs - The International HRM perspectives in Training and Development
expatriate training: Important Issues and Concerns

UNIT 4 GLOBAL EMPLOYMENT RELATIONS AND EMPLOYMENT LAWS 9

Cross border Communications and Employment Relations -Comparative patterns of employee relations structures - Best practice in employee relations in cross country perspective - Labour Union and International Employment Relations - Response of labour unions to multinationals.

UNIT 5 ISSUES AND CHALLENGES IN I.H.R.M 9

Multinational as a global citizen - International Accord and Corporate Codes of Conduct - Implication for the HR function of the multinational firm - Contemporary issues in managing people in an international context - flexibility - IHRM issues in different strategic options of organizations

TOTAL:45 hours

TEXT BOOKS:

1. Harzing, Anne-Wil, and Ashly Pinnington, eds. International human resource management. Sage, 2010.
2. Armstrong, Michael, and Stephen Taylor. Armstrong's handbook of human resource management practice. Kogan Page Publishers, 2014.

REFERENCE BOOKS:

1. Chris Brewster, Paul Sparrow and Guy Vernon, International Human Resource Management, The Universities Press, 2007
2. Peter J. Dowling, Marion Festing, Allen D. Engle , International Human Resource Management, Thomson Learning, 2008
3. M. Tayeb, International Human Resource Management: A Multinational Company Perspective, OUP Oxford, 2005
4. Dennis R. Briscoe., International Human Resource Management. Prentice Hall, 2009
5. Nancy Adler., International Dimensions of Organizational Behavior. South-Western College Publishing, 2009

WEB REFERENCES:

<https://xisspm.files.wordpress.com/2012/02/chap-2-concept-of-ihrm.pdf>

COURSE OBJECTIVES

1. To prepare the students as organisational change facilitators using the knowledge and Techniques of behavioural sciences.
2. To understand the applicability of OD interventions required to be discussed.
3. To explain the Need and Importance of Organizational Change.
4. To explain the issues in consultant – client relationship.

COURSE OUTCOMES

Upon successful completion of the course, students shall have ability to

1. Understand the interventions of organization development.
2. Understand the organizational change.
3. Design and implement the appropriate OD Interventions.
4. Understand the power and politics in the practice of OD

UNIT 1 ORGANIZATIONAL DEVELOPMENT 9

Introduction - History of OD - Values, Assumptions & Beliefs in OD-Theory and Management of OD - Managing the OD process – Global Organization Development Intervention-OD intervention Practices in Fortune 500 companies..

UNIT 2 ORGANIZATIONAL CHANGE 9

Introduction to Organizational change - Need and Importance of Organizational Change-Forces of change – Types of change –Models of Change –Overcoming resistance to change

UNIT 3 DESIGNING OD INTERVENTIONS 9

Designing Organizational Development Interventions: Characteristics of Organizational Development Interventions- Overview and Types of Interventions – Process involved in Designing Interventions –Action Research.

UNIT 4 OD INTERVENTIONS 9

Team interventions–Inter group and Third – Party Peace-making Interventions–Comprehensive Interventions – Comprehensive Interventions –Structural Interventions – Issues in consultant - client Relationships.

UNIT 5 POWER AND POLITICS AND ORGANIZATION DEVELOPMENT 9

Power defined and explored –Theories about the sources of social power – Organizational politics defined and explored – Role of power and politics in the practice of OD–Acquiring and using power skills – Assessing the effects of OD – OD’s future.

TOTAL:45 hours

TEXT BOOKS:

1. French, W.L. and Bell, C.H., Organisation development, Prentice-Hall, New Delhi. 2006
2. Hackman, J.R. and Suttle, J.L., Improving life at work: Behavioural science approach to Organisational change, Goodyear, California.

REFERENCE BOOKS:

1. Harvey, D.F. and Brown, D.R., An experimental approach to organization development, Prentice-Hall, Englewood Cliffs, N.J. 2011
2. Hersey P., and Blanchard, H.B., Management of organisational behaviour: Utilising human resources, Prentice Hall, New Delhi. 2013.
3. Cummings, T. G., Theory of organization development and change, South Western. 2014

WEB REFERENCES:

https://en.wikipedia.org/wiki/Organization_development
<http://managementhelp.org/organizationdevelopment>

16PN620

TRAINING AND DEVELOPMENT

5/0/0/3

PREREQUISITES: Basic knowledge about Human Resource Management

COURSE OBJECTIVES

1. To provide the students with an understanding of the training and development practices
2. This course helps to understand and build competencies and facilitate students to understand the

different training methods.

3. To prepare students to design the training modules.
4. To develop the skills to conduct management development programme.

COURSE OUTCOMES

Upon successful completion of the course, students shall have ability to

1. Analyse the training needs of the organization.
2. Design and implement Employee Training and Development Programme
3. Design and implement Management Development Programme
4. Understand the latest trends in training and development programme

UNIT 1 Introduction 9

Introduction to training concept- Definition – Meaning - Training and development - Objective of Training - Scope of Training - Training and HRD - Benefits of Training to the Organization - Current and Future Trends in Training.

UNIT 2 Analysis of Training Needs 9

Steps in training - Identification of job competencies - Training Need analysis : Organizational Analysis - Task and Person analysis - Requirement - Analysis - Methods and Techniques of Training Need Assessment - Training needs Analysis and Process - Operational Analysis/ Job analysis

UNIT 3 Training Design 9

Designing the Training Programme - Prime Considerations while designing a Training Programme - Trainer identification - Factors affecting Training Design - Designing a training module- Budgeting for Training - Establishing and identifying Training Objectives - Learning - Principles of learning- theories of learning- Reinforcement theory –Social learning theory – Resistance to learning.

UNIT 4 Implementation and Evaluation Training 9

Training Implementation - Training Policy and Plan - Training Methods - Logistical and Physical Arrangements - Tips for Trainer for Effective Implementation - Evaluation- Definition & need - Evaluation of Training Program – Kirk Patrick model of evaluation – CIRO model – Cost-benefit analysis – ROI of training.

UNIT 5 Management Development 9

The need & importance of management development - Approach to management development - Sources of knowledge and skills - Special needs of Technical Managers - Strategies to develop Technical Managers - Technology in training - CBT – Multimedia training – e-learning/online learning- Distance learning.

TOTAL:45 hours

TEXT BOOKS:

1. B. Janakiram, Training & Development, Biztantra, 2008.
2. R.K. Sahu, Training for Development, Excel books, 2005
3. Rolf Plynton and Udai Pareek, Training for Development, Vistaar Publications, 2007.

REFERENCE BOOKS:

1. Irwin. L. Goldstein, Training in Organisations, Thomson, 2007.
2. James Flaherty, Coaching, Bulterworth -Heinemana, 2008.
3. Margaret Anne Reid and Harry Barrington, Training Interventions, Jaico Publishing , 2007.

WEB REFERENCES:

www.trainingcoursematerial.com
www.trainerbase.co.uk

16PN621 PERFORMANCE MANAGEMENT AND COMPENSATION 5/0/0/3
PRACTICES

PREREQUISITES: Human Resource Management

COURSE OBJECTIVES

1. To equip students with comprehensive knowledge on Performance Management
2. To develop practical skills to improve their ability for Performance Management and Appraisal

- To comprehend and analyze the components of compensation, and to focus on designing a package that motivates the stakeholders of the organization.

COURSE OUTCOMES

Upon successful completion of the course, students shall have ability to

- Understand key concepts and theories of Performance Management.
- Apply key course concepts to actual compensation problems in firms.
- Understand how workers behave strategically in response to the structure of, and changes in, the compensation system.
- Understand how the various features of compensation systems influence the composition of workers attracted to the firm

UNIT 1 PERFORMANCE MANAGEMENT

9

Performance Management -Introduction - Role of Performance in Organization - Dimensions - Performance Appraisals vs. Performance Management - Performance Management Process - Performance Planning - Performance Analysis - Key Performance Areas - Process of Performance Analysis

UNIT 2 PERFORMANCE APPRAISAL AND REVIEW DISCUSSION

9

Appraisal Systems - Introduction, Purpose of Appraisal - Pros and Cons of Appraising - Methods of Appraising - Who Can Appraise - Performance Rating - Performance Appraisal Factors - Methods and Errors - Reducing Rater's Bias - Appraisals and Human Resource Decisions -Significance of Review - Process of Performance Review - Performance Review Discussions -Objectives -Requisites -Process - Role of Mentoring , Coaching in Performance.

UNIT 3 OPERATIONALIZING CHANGE

5

Performance Management System - Implementing Process - Factors Affecting Implementation - Pitfalls in Implementation, Legal and Ethical Issues - Managing Team Performance

UNIT 4 REWARD MANAGEMENT

11

Reward Management: Concepts- Role of Reward in organization-Reward as a motivational tool- Psychological contract-Job evaluation schemes- Reward survey-Grade and Pay structures- Designing Incentive Scheme - Rewarding and Reviewing Contribution and Performance

UNIT 5 STRATEGIC REWARD AND EXECUTIVE COMPENSATION

11

Strategic Reward and Reward Management-Reward strategies in a Knowledge economy-Service-based economy-Developing reward strategy-Communicating reward strategy - Implementing reward strategy- Executive Compensation - Aligning compensation to organization culture - Pay for senior management- using financial, and market performance indicators- Benefits-the necessity and design of benefit plans

TOTAL:45 hours

TEXT BOOKS:

- Rao.T.V, Performance Management and Appraisal Systems, Response Books, 2007.
- Herman Aguinis, Performance Management, Pearson education, 2008.

REFERENCE BOOKS:

- Prem Chadha, Performance Management, Macmillan, 2008.
- Dewakar Goel, Performance appraisal and compensation management: A modern approach. PHI Learning Pvt. Ltd., 2012..
- Armstrong, M., & Stephens, T. (2005). A handbook of employee reward management and practice. Kogan Page Publishers.
- Singh. B.D, Compensation and Reward Management, Excel Books, 2007

WEB REFERENCES:

<http://www.managementstudyguide.com/performance-management.htm>

PREREQUISITES: Knowledge of Organisational Behaviour and Human Resources Management

COURSE OBJECTIVES

1. The course offers the students a unique experience to understand the importance of measuring Human resource performance and their contribution for strategic decision making procedures
2. This course familiarizes students on various HR Metrics to measure the contribution of various HR initiatives to the firm's growth.
3. Develop a structured approach to apply judgment, and generate insight from data for enhanced decision making.
4. Build analytical skills that support the business to guide decisions and providing actionable support for key stakeholders.

COURSE OUTCOMES

Upon successful completion of the course, students will be able to:

1. Apply the theoretical knowledge gained for enhanced Human Capital Management
2. Perform linkage analysis, and evaluate the highest priority/ROI activity
3. Conduct Objective Analysis of Key Data to evaluate Critical Outcomes, and evaluate the measures of Critical Outcomes
4. Recognize the fundamental strategic priorities of the business and create models for enhanced decision support leveraging analytics.

UNIT 1 HR ANALYTICS – AN OVERVIEW 9

Changing Role of HR- HR as a Strategic Partner -The need for Measuring HR - Evolution of HR Analytics; HR Metrics and HR Analytics - LAMP, HCM: 21 Frameworks

UNIT 2 CREATING BUSINESS UNDERSTANDING FOR HR INITIATIVES 9

Descriptive, Predictive and Prescriptive Analysis - Human Capital Analytics - Using HR Metrics and Workforce Analytics Choosing the right measures -Fundamental analytical concepts from Statistics - Research Design – Economics and Finance

UNIT 3 COST AND INVESTMENTS IN HUMAN RESOURCES 9

Costs of Employee Separation - Absenteeism - Turnover rates - ROI on Employee Health, Wellness and Welfare - Cause and Effect Analysis - Cost - Benefit and Return on Business Analysis

UNIT 4 PREDICTIVE MODELLING IN HUMAN RESOURCES 9

Employee Attitudes and Engagement - Connecting Attitudes and behavior and financial outcomes - The Behaviour Costing Approach - Financial Effects of Work Life programme – Remixing Rewards - Analytics and measures: Connecting Work Life

UNIT 5 MEASUREMENT MODELS AND STRATEGIC DECISION MAKING 9

Decision based Framework for staffing Measurement - Utility Analysis – The Economic Value of Job Performance - The Payoff from Enhanced selection - HR development Programmes – Talent Investment Analysis - The next generation HR Valuation - Human Resource Valuation strategy for Inventing Future

TOTAL: 45 hours

TEXT BOOKS:

1. Wayne F Cascio and John Boudreau. Investing in people: Financial Impact of human resource initiatives. Ft Press, 2010.
2. Phillips, Jack, and Patricia Pulliam Phillips. Making Human Capital Analytics Work: Measuring the ROI of Human Capital Processes and Outcomes. McGraw Hill Professional, 2014.

REFERENCE BOOKS:

1. Dave Ulrich Human Resource Champions, Harvard Business School Press, Boston, USA.
2. Dave Ulrich and Wayne Brock bank, The HR Value Proposition, Harvard Business School Press, Boston, USA.

WEB REFERENCES:

1. <http://hrcosting.com/hr/>
2. <http://www.inostix.com/blog/en/top-15-hr-analytics-articles-so-far-in-2014/>

16PN623

TALENT MANAGEMENT

5/0/0/3

PREREQUISITES: Basic Knowledge About Human Resource Management

COURSE OBJECTIVES

1. This course will help the students understand the principles and importance of Talent

Management

2. It will also help understand the performance management cycle and integration of compensation with performance management system

COURSE OUTCOMES

Upon successful completion of the course, students shall have ability to

1. Understand the importance talent management.
2. Understand the Functions Of Talent Management
3. Understand the Performance Management Cycle
4. Understand the Talent Planning And Implementation

UNIT 1 TALENT MANAGEMENT

9

Introduction on Talent Management - Four Steps for Creating Talent Management System - Building Block of Talent Management: Competencies - Performance Management – Evaluating Employee Potential - Recruiting Super keepers - Job Analysis - Job Specifications - Issues in Performance Management System and Talent Management System.

UNIT 2 FUNCTIONS OF TALENT MANAGEMENT

9

Work Force Planning - Specifying Job Roles - Recruiting - Out Sourcing - Screening Applicants - Selecting Best Employees - Paying Employees and Providing Benefits - Training Employees - Ensuring Compliance to Regulations - Ensuring Fair, Safe and Equitable Work Environments - Sustain High Performing Employees.

UNIT 3 PERFORMANCE MANAGEMENT CYCLE

9

Performance Management Cycle - Steps in the Performance Management Cycle – Setting Performance Goals - Design Process to Develop Performance Management Goals - 360-Degree Feedback System - Elements of a 360-Degree Feedback System - Integrating Compensation with Performance Management - Compensation Vs Performance Management - Ways to Retain Top Talent Employees - Rewards and Awards beyond Compensation.

UNIT 4 REWARDS AND AWARDS

9

Emerging Reward Trends - Characteristics of “Top Talent” or “Superkeeper” Employees – Major - Differences between Typical Reward Systems and Customized Rewards Systems - Strategies for Finding and Retaining Top Talent. Career Management - Development Planning – Leadership Development - Mentoring/Knowledge Management - Retention and Engagement.

UNIT 5 TALENT PLANNING AND IMPLEMENTATION

9

Talent Planning - Steps for Implementing Talent Planning - Coaching and Training the “Superkeepers”- Strategies for Coaching Employees - Central Themes to Excellence in Coaching Employees - Superannuation and Pension Plans for Employees - Uses of IT in Talent Management System.

TOTAL:45 hours

TEXT BOOKS:

1. Lance A. Berger and Dorothy R. Berger, The Talent Management Handbook Tata McGraw Hill. New Delhi, Current Edition, 2011.
2. Appraising and Developing Managerial Performance-.T. V. Rao, Excel Books.

REFERENCE BOOKS:

1. 360 degree feedback and assessment and development Centres, Volume I, II and III, TV Rao etal., Excel Books.
2. Performance Management, Dixit Varsha, Ist edition, Vrinda Publications Ltd.

WEB REFERENCES:

www.managementhelp.org/humanresources/talent-management
www.younghrmanager.com

16PN624

DIVERSITY AND INCLUSION

5/0/0/3

PREREQUISITES: Human Resource Management

COURSE OBJECTIVES

1. To learn the basics about the culture and cross culture.
2. To have an awareness about the various issues prevailing in the cross cultural management
3. To know about the role of cross culture in the area of human resource management.
4. To know about the various concepts and systems of cross cultural management

COURSE OUTCOMES

Upon successful completion of the course, students shall have ability to

1. Understand the concept of cross cultural management
2. Understand the various cross cultural issues prevailing.
3. Execute the cross cultural management model in corporate environment.
4. Apply the knowledge gained about the cross cultural management.
5. Create high performance culture in the cross cultural environment

UNIT 1 INTRODUCTION TO CULTURE

9

Definitions and Concepts – Elements of Culture – The growing importance of culture -Role of Culture – Variables of culture – Characteristics of culture – Dimensions of Culture. Culture and behavior – Guidelines for stable culture – Culture and systems - Layers of Culture – Theories of Culture – Manifestation of Culture – Creation of Culture.

UNIT 2 DIVERSITY AND ORGANIZATIONAL CULTURE

9

Definitions and concepts – Culture and diversity- Methods to ensure cultural diversity – Importance of diversity - Barriers to cultural diversity – Diversity management. Approaches to work place diversity- Diversity and business performance.

UNIT 3 CROSS CULTURAL MANAGEMENT

9

Definitions and concepts – Cross cultural issues and theories – Cross cultural issues in Organization - Cross –cultural Variables - Understanding Cross-cultural differences - Cross cultural analysis – Cross –cultural issues in Marketing –Cross cultural issues in Human Resource Management - Cross cultural training – Cross cultural performance feedback – Cross cultural Issues in Decision –making – International Business entities - Cross cultural issues in organizations – Cross-cultural Management Issues across Nations – Culture of Indian Management Style.

UNIT 4 CROSS CULTURAL COMMUNICATION

9

Definition and concepts – Elements of communication – Nature of communication - Communication barriers – Dimensions of Cross –cultural Communication - Cross –cultural negotiation – Theories and concepts of cross cultural negotiation – Issues in cross- cultural negotiation - Comparative study of Negotiating Styles in Different countries- Types of Negotiation- Culture and negotiation strategies.

UNIT 5 INTERNATIONAL HRM AND CROSS –CULTURAL ISSUES

9

Definition and Concepts – Difference between IHRM and Domestic HRM – Reasons for the emergence of IHRM – Components of IHRM – Benefits Cross- cultural HRM - Preparatory Steps for Managing cultural diversity IHRM and managing diverse culture – Managerial practices in various countries – International Manners.

TOTAL:45 hours

TEXT BOOKS:

1. Dipak Kumar Bhattacharyya, Cross-Cultural Management, PHI Learning Private Limited, 2014
2. Marie – Joelle Browaeys and Roger Price, Understanding Cross-Cultural Management First Edition, Pearson, 2012

REFERENCE BOOKS:

1. Sana Reynolds and Deborah Valentine, Guide to Cross – Cultural Communication Second Edition, Pearson, 2011
2. Radha R Sharma, Change Management Fifth Reprint, Tata McGraw Hill, 2010

WEB REFERENCES:

<http://www.diversityjournal.com/1471-moving-from-diversity-to-inclusion/>
www.younghrmanager.com

16PN625

LOGISTICS AND SUPPLY CHAIN MANAGEMENT

5/0/0/3

PREREQUISITES: Understanding of Operations Management

COURSE OBJECTIVES

1. To make them analyze the role of logistics in international perspective.
2. To facilitate the students for successful implementation of supply-chain management.
3. To equip them to take supply chain decisions.
4. To provide insight on the impact of technology on supply chain

COURSE OUTCOMES

1. Analyse the role of logistics in international perspective.
2. Familiar with Strategic Issues and Documentation in Global Logistics.
3. Successfully implement Efficient and Responsive supply chains.
4. Able to develop Network design and effective Coordination in Supply chain Management.

UNIT 1 LOGISTICS AND OUTSOURCING

9

The Logistics of Business –Scope-Functions-Warehousing-Types-Functions of Warehouses - Warehousing Strategy -Elements-of Warehousing Costs - Warehouse Design Principles-Out sourcing Catalysts-Benefits- 3 PL and 4 PL service providers-Value added services-Critical Issues-Service contract-Value proposition.

UNIT 2 GLOBAL LOGISTICS

9

Global Logistics-Strategic issues-Methods of entry into foreign markets- International Contracts- Terms of Trade-Term of Payment-Managing Transaction risks-Logistical packaging –International commercial documents-Packaging for export-.

UNIT 3 OVERVIEW OF SUPPLY CHAIN MANAGEMENT

9

Understanding the Supply Chain - Supply Chain Management Basics- Link between Supply Chain Management and Other Management Functions- Achieving Strategic Fit -Issues - Efficient and Responsive Supply Chains - Supply Chain Decisions.- Introduction to Emerging trends in Supply chain-Lean and Green supply chain- E –Commerce and Reverse Logistics.

UNIT 4 SUPPLY CHAIN DRIVERS AND PERFORMANCE MEASURES

9

Drivers of Supply Chain Performance -Framework for Structuring Drivers- Obstacles to Achieving Strategic Fit- Performance Measures - Customer Service and Cost Trade –Offs – Order Delivery Lead Time- Supply Chain Responsiveness - Delivery Reliability .

UNIT 5 NETWORK DESIGN AND SUPPLY CHAIN CO-ORDINATION

9

Role of Network Design - Factors Influencing Network Design Decisions- Framework for Network Design Decisions - Role of IT in Network Design- Supply Chain Co-ordination and Bullwhip Effect - Lack of Co-ordination - Obstacles to Coordination - Managerial Levers to Achieve Co-ordination- Milk Vendor Model - Achieving JIT.

SELF STUDY: Agile Supply chain-Virtual supply chain- Supply Chain to Collaborative Planning Forecasting Replenishment

TOTAL: 45 hours

TEXT BOOKS:

1. Sunil Chopra, Peter Meindal, D V Kalra, Supply chain Management , Strategy, Planning and Operation, Pearson Prentice Hall, 2013
2. Pierre David, International Logistics, Biztantra, 2003
3. Sople V V, Logistics Management, Pearson, 3e,2010

REFERENCE BOOKS:

1. Shridara Bhat, Supply Chain Management, Himalaya Publishing House, 2012
2. Supply Chain Management: A Logistics Perspective 8th Edition, by Coyle, Langley, Novack, Bardi , Nelson Education; 8th edition (2013)
3. Mohanty R.P and Deshmukh S.G , Supply Chain Management, Theories and practices, Biztantra, 2009

WEB REFERENCES:

www.inboundlogistics.com
www.scmr.com

16PN626

PROJECT MANAGEMENT

5/0/0/3

PREREQUISITES: Nil

COURSE OBJECTIVES

1. To facilitate the students to understand the importance of project management, project planning and implementation
2. To provide an in-depth knowledge about important facets of projects and the methods of project evaluation

3. To make the students understand the different project planning and scheduling techniques
4. To familiarise the students with contract management and to impart knowledge on effective project implementation in them

COURSE OUTCOMES

Upon successful completion of the course, students will be able to:

1. Evaluate projects and assess their feasibility
2. Plan and schedule project activities for implementation
3. Monitor and control project implementation
4. Identify deviations and take corrective measures in implementing projects

UNIT 1 INTRODUCTION 9

Application of Project Management - Benefits of Project Management - Project Management Cycle - Project Initiation - Project Planning - Project Execution - Project Closure - Project Manager - Roles and Responsibilities - Selection of Project Team

UNIT 2 PROJECT APPRAISAL 9

Introduction – Technical Appraisal – Commercial Appraisal – Economic Appraisal – Financial Appraisal – Management Appraisal - Project Cost Estimation – Order of magnitude estimate – Components of capital cost of a project – Project Financing – Sources of Finance – Role of Financial Institutions in Project financing

UNIT 3 PROJECT PLANNING AND SCHEDULING 9

Project Scheduling - Project Network Construction - CPM -PERT – Updating of network- Line of Balance Technique – Project Cost control –Crashing of Project Network – Resource Leveling – Resource Smoothing

UNIT 4 CONTRACT MANAGEMENT 9

Principles of Project Contracts - Project Contracting Process - Legal Aspects of Project Management – Tenders - Global Tendering - Insurance for Projects – Types of contracts – Sub-contracts – Preparation of specifications for project activities – Vendor evaluation – Types of payments to contractors

UNIT 5 PROJECT EVALUATION AND AUDIT 9

Project Evaluation – Evaluation objectives – Evaluation methods – Post Audit – Objectives of Post Audit – Phases of Post Audit – Types of Post Audit – Agencies for Post Audit of Govt./Govt. sponsored projects (Indian Scenario)

SELF STUDY:

Software Project Management – Managing disasters – Open Project (Open Source Project Management software)

TOTAL: 45 hours

TEXT BOOKS:

1. Bhavesh M Patel, 'Project Management', Vikas Publishing House, 2010
2. Gopalakrishnan and V E Rama Moorthy, 'Text Book of Project Management', Macmillan, 2008
3. Jack R Meredith and Samuel J Mantel, 'Project Management - A Managerial Approach'-Wiley India, 2010
4. Nagarajan K, 'Project Management', New Age International (P) Ltd, New Delhi, 2015

REFERENCE BOOKS:

1. Jeffrey K Pinto, 'Project Management, Achieving Competitive Advantage', Pearson Education, 2009
2. Mahendra Singh, 'Project Management and Control', Himalaya Publishing House, 2009

3. Nicholos, 'Project Management for Business and Technology', Prentice Hall of India, 2009
4. Paneerselvam and Senthilkumar, 'Project Management', Prentice Hall of India, 2009

WEB REFERENCES:

www.pmi.org

www.apm.org.uk

16PN627

TECHNOLOGY MANAGEMENT AND IPR

5/0/0/3

PREREQUISITES: Operations Management

COURSE OBJECTIVES

1. To educate the students about the importance of technological innovation in business
2. To enable the students understand the importance of innovations in business and to learn the process of innovations in business
3. To facilitate the students in developing technology strategy in line with the business strategy
4. To expose the students Intellectual Property Rights and their legal implications

COURSE OUTCOMES

Upon successful completion of the course, students will be able to:

5. Forecast technology for a business firm with reasonable accuracy
6. Bring in a culture of innovation in business and build a proactive team
7. Frame technology strategies in tune with the business strategies to achieve competitive advantage
8. To handle IPR related issues with confidence

UNIT 1 TECHNOLOGY AND ITS IMPORTANCE TO BUSINESS 9

Essential features of Technology – Importance of Technology to Business – Achieving competitive advantage through Technology – Types of Technologies – Technology Portfolio – Technology Life Cycle – Strategic Management of Technology – Role of R&D in an organization – New Product development Process

UNIT 2 TECHNOLOGY FORECASTING 9

Technology Forecast – Methods of forecasting technology – Technology obsolescence – Technology discontinuity – Technology audit – Technology Scouting

UNIT 3 TECHNOLOGY GENERATION, INNOVATION, ABSORPTION AND DIFFUSION 9

Innovations – Types of Innovations – Product Innovations vis-à-vis Process Innovations- Risks associated with Innovations – Sources of Innovations – Barriers to Innovation –Technology Transfer – Reverse Engineering – Value Analysis and Value Engineering – Technology Absorption – Technology Adoption – Technology Diffusion – Management of Technology Diffusion

UNIT 4 BUSINESS STRATEGY AND TECHNOLOGY STRATEGY 9

Technology Strategy – Linking Business and Technology Strategy – Core competency – Use of SWOT matrix in the formulation of competitive business strategy – Vertically integrated corporation – Strategic Technology Management system (STMS) life cycle management – Sustainable competitive advantage – Characteristics of companies that manage technology successfully

UNIT 5 INTELLECTUAL PROPERTY RIGHTS 9

Intellectual Property – IPR – Intellectual Property versus Industrial Property – Patents – Patentable and non-patentable inventions – Types of Patent applications in India – Patent specification – Patent terminologies – Patent search – Industrial Designs – Trademarks – Trade names- Service MARKS – Certification Marks – Collective Trademarks – Copyrights – Geographical Indications – TRIPS – Trade secrets – Patent strategy – Licensing Intellectual Property as a business strategy

SELF STUDY:

Free on-line course on 'Patent and Intellectual Property' from 'www.Lawyerclubindia.com'

TOTAL: 45 hours

TEXT BOOKS:

3. Fredric Betz, 'Strategic Technology Management', Tata McGraw Hill, 1996
4. Murthy, 'Technology Management', Himalaya Publishing House, 2009
5. Nagarajan K, 'A brief Course on Technology Management', New Age International (P) Ltd, New Delhi, 2014
6. Narayanan R, 'Intellectual Property Law', Eastern Law House,1997

REFERENCE BOOKS:

3. Gerard H Gaynor, 'Hand book of Technology Management', Tata McGraw Hill, 2006
4. Prabuddha Ganguli, 'Intellectual Property Rights', Tata McGraw Hill, 2001
5. Ray Gehani, 'Management of Technology and Operations', Wiley, 2009
6. Richard Stim, 'Intellectual Property: Patents- Trademarks and Copyrights', Cengage Learning, 2000

WEB REFERENCES:

www.coolbusinessideas.com

www.iprlawindia.org

PREREQUISITES: Understanding of Operations Management

COURSE OBJECTIVES

1. To make the students to understand the concepts of Total Quality Management
2. To expose to the tools and techniques of TQM for effective decision-making
3. To familiarize with the current practices in the field of QMS
4. To provides an insight to the students about Lean and Agile manufacturing

COURSE OUTCOMES

1. Understand the concepts of TQM
2. Apply the Quality control tools in Industries to ensure Quality
3. Develop comprehensive knowledge about QMS and its implementation in Industries
4. Acquire insights of Lean and Agile Manufacturing

UNIT 1 Total Quality Management **7**
 Definitions of quality,- Dimensions of quality-TQM-Definition-Evolution of TQM- Core concepts, and benefits of TQM-Traditional organization versus TQM Organization-TQM Implementation, Challenges in implementation.

UNIT 2 Tools of TQM **10**
 Seven Quality Tools of Analysis-Control Charts-Pareto Diagram-Ishikawa Diagram-Histogram-Flow Charts-Scatter Diagram and Stratification – New QC tools -Affinity diagram, Relationship Diagram, Tree Diagram, Matrix Diagram-Six Sigma concepts of process quality-Case Studies-Continuous Process Improvement-PDSA Cycle-Kaizen.

UNIT 3 Techniques of TQM **10**
 Benchmarking – Types, Reasons- Process. Quality Function Deployment (QFD) - Benefits- QFD Process-House of Quality-Failure Mode and Effect Analysis (FMEA)-Types, Procedure -Total Productive Maintenance-Pillars-Case Studies.

UNIT 4 Quality Management Systems **9**
 Benefits of ISO Registration - ISO 9001:2015 -ISO/TS 16949:2015 Quality Systems - Auditing-Audit standards-Objectives and types- Audit checklist-The quality Audit-Planning and preparation- Internal Quality auditors-Internal audit-Cost of Quality- Case studies of TQM implementation in manufacturing and service sectors .

UNIT 5 Lean manufacturing and Agile manufacturing **9**
 Lean manufacturing overview-Emergence of lean and agile manufacturing Paradigm-Non-homogeneity of practices in Contemporary Organizations- Origin of Lean Manufacturing at Ford-and Toyota's foray in Lean- Wastes to be eliminated in Lean- Tools and Techniques applied to Eliminate Wastes

SELF STUDY: Capability Maturity Model Integration-Business Process Management-Contribution Quality Gurus

TOTAL: 45 hours

TEXT BOOKS:

1. Poornima M. Charantimath "Total Quality Management, Second Edition" Pearson, 2013
2. Dale H. Besterfield, Carol Besterfield- Michna, Glen H. Besterfield, Mary Besterfield- Sacre, Hermant Urdhwaresh, Rashmi Urdhwaresh, - Total quality management, Pearson Education India, 2011
3. A.S.R. Devadasan, V. Mohan Sivakumar, R. Muruges, P.R. Shalij "Lean and Agile Manufacturing, PHI Learning Private Ltd, 2012

REFERENCE BOOKS:

1. D.D. Sharma "Total Quality Management "(Principles, Practice, and cases), Sulthan Chand & Sons,2008
2. Sridhara Bhat, Total Quality Management , Himalaya Publishing House, 2010
3. Suganthi Anand and A Samuel, Total Quality Management , Prentice Hall of India, 2009

WEB REFERENCES:

www.iso.org
www.juran.com

16PN629

LEAN MANUFACTURING

5/0/0/3

PREREQUISITES: Understanding of Operations Management

COURSE OBJECTIVES

1. To acquire knowledge, about the fundamentals of Lean Manufacturing.
2. To enable them to apply value stream mapping and kaizen concepts to eliminate wastages.
3. To analyze non-value added activities by applying, Kanban Card and One-Piece Flow production System.

4. To develop ability to implement lean and Agile Manufacturing Practices.

COURSE OUTCOMES

1. Acquire knowledge, about the concepts, Tools and techniques about Lean Management.
2. Executing the gained knowledge to Implement Lean Manufacturing Programme
3. Develop Competency to apply Kanban systems and One-Piece Flow production System In Industries.
4. Able to Implement Agile and Lean manufacturing paradigm in Moderate and Smart Organizations.

UNIT 1 Introduction 9

Lean manufacturing overview-Need for Lean Manufacture-Elements of Lean manufacture- Emergence of lean and agile manufacturing Paradigm- Lean Manufacturing Rules- Origin of Lean Manufacturing at Ford and Toyota's foray in Lean- Wastes to be eliminated in Lean- Tools and Techniques applied to Eliminate Wastes-Introduction.

UNIT 2 Lean Training 9

Training-Select the champion- Leaders and associates-CEO- Meeting- Training Schedule-Training Brainstorming and Selecting the Projects- Voting the Ideas- Selecting the Lean Leaders- Prepare project Charter- Plan-Project Implementation and review-Calculate Cost savings- Training of Employees-

UNIT 3 Lean System Implementation 9

Value Stream Management-Introduction-Primary and Secondary Icons- Developing the Value Stream Mapping-Current State Map and future state mapping-5S Concepts in application of lean manufacturing- Introduction- stages of 5S- 5S for waste Elimination-Pull Production through Heijunka (Level Loading) - Kanban Card System- Introduction-Level Loading and Kanban Card Control- Implementation Procedure-One-Piece Flow Production System- Introduction-Fundamentals- Lean Manufacturing through One-Piece Flow- Implementation Procedure- Kaizen in Lean Manufacturing paradigm: Introduction- Steps- Lean manufacturing through KAIZEN.

UNIT 4 Visual Management and Lean Manufacturing through TPM 9

Introduction-Fundamental Concepts-Visual management tools for Eliminating-Overproduction-Inventory- Delay-Transportation- processing-Unnecessary motion-Defective parts- Underutilization of people- Facilities- Implementation Procedure- TPM: Introduction-Principles- Leanness through TPM-Implementation Procedure.

UNIT 5 Agile Manufacturing 9

Agile Manufacturing-Origin- Definition and meaning-Twenty Criteria Agile manufacturing Model-Implementation of Agile and Lean manufacturing paradigm in Moderate and Smart Organizations - Contemporary Scenario of Implementing lean and Agile Manufacturing Paradigms- Consultants-Practicing Managers-Researchers- Decision on Implementing Lean or Agile Manufacturing paradigm.

SELF STUDY: Single Minute Exchange of Die in Lean- Agility through Manufacturing Strategy, Technology and Competitive Drivers.

TOTAL: 45 hours

TEXT BOOKS:

1. A.S.R.Devadasan, V.Mohan Sivakumar, R. Muruges, P.R.Shalij "Lean and Agile Manufacturing, PHI Learning Private Ltd, 2012
2. N.Goplakrishnan, Simplified Lean Manufacture (Elements, Rules, Tools and Implementation), PHI Learning Private Ltd, 2012
3. Diwakar Konda, Fundamentals Of Quality, Lean and Statistics, University Science Press, 2011

REFERENCE BOOKS:

1. John M. Nicholas, Competitive Manufacturing Management, Tata McGraw-Hill Publishing Company Ltd, 2007
2. Jeffrey Liker -The Toyota Way: 14 Management Principles from the World's Greatest

- Manufacturer- McGraw Hill Education; Reissue edition 2004
3. Natalie J. Sayer (Author), Bruce Williams, LeanFor Dummies – 2 edition 2012
 4. Jon Miller and Mike Wroblewski's "Creating a Kaizen Culture"-Mc Craw Hill Education.
 5. Tom Johnson's "Profit Beyond Measure", Free Press (5 August 2008)

WEB REFERENCES:

www.cheshirehenbury.com
www.handsongroup.com

PREREQUISITES: Operations Management

COURSE OBJECTIVES

1. To facilitate the students understand the different phases and product design
2. To expose the students to the different approaches and techniques of product design
3. To facilitate the students understand the different stages of new product development
4. To encourage the students in creative thinking process, leading to innovations in product development

COURSE OUTCOMES

Upon successful completion of the course, students will be able to:

1. Carryout economic analysis of new product designs and arrive at decisions on their suitability for commercialization
2. Build and guide a team of talented individuals in bringing about improvements in existing product designs
3. Build new products that are superior in terms of satisfying consumer expectations and adding value to them
4. Improve the competitive edge of business through continuous product development initiatives

UNIT 1 INTRODUCTION TO PRODUCT DESIGN 9

Product design – Definition- Design by Evolution – Design by Innovation – Essential factors of Product design-Phases of Product design – Criteria and objectives of Product design – Primary Production Processes –Economic factors influencing Product Design – Economic Analysis-Profit and competitiveness – Break-even Analysis – Economics of a new product design.

UNIT 2 APPROACHES TO PRODUCT DESIGN 9

Concurrent Design – Quality Function deployment – Rapid Prototyping-Quality concepts and applications – Taguchi Method of Robust Product design-Six Sigma Quality Concepts – Control charts and in-process monitoring of quality-Design for Environment – Environmental factors

UNIT 3 NEW PRODUCT DEVELOPMENT 9

Identifying market opportunities – Understanding customer and user needs - New product strategy – Mass-customization – Make-to-order strategies-various phases on new product development – Managing Product Life Cycle –Human Engineering considerations in Product design-Design of controls – design of displays - Role of Computer in Product Design- CAD/CAM –Computer integrated manufacturing – Moving towards total automation – Artificial intelligence

UNIT 4 INNOVATIONS IN PRODUCT DEVELOPMENT 9

Sources and types of technological innovations – Technology Strategy – Idea generation – commercialization – Principles of Disruptive Technology – Qualities of Disruptive innovations – Technology acquisition – Technology absorption – Technology forecasting – Creative thinking in product development – Problem solving – Lateral thinking –Frugal innovations.

UNIT 5 COMMERCIALIZATION OF NEW PRODUCTS 9

Flowchart Development – Program Management – Managing people – Managing Technological risk – Task Breakdown Structure-The six stages of Product development – Market assessment Prototyping – Core Developing and Testing-Industrialization – Commercialization Optimization Obstacle removal – Handling contingencies-Decision Management – Making/Managing a decision – Reversing a bad decision – Decision making under uncertainty – Documentation .

SELF STUDY:

Developing new products in emerging markets – Service innovation – Creativity in Product designs – Versatile product designs- Online course on 'Product Design' from ALISON

TOTAL: 45 hours

TEXT BOOKS:

1. Anil Mital, Anoop Desai and Anand Subramaniam, 'Product Development', Elsevier, 2009
2. Chitale A.K., and Gupta, R.C., 'Product Design and Manufacturing, PHI, 2007
3. Dale Brethauer, 'New Product Development and Delivery', American Management Association', 2002
4. Jonathan Cagan and Craig M Vogel, 'Creating Breakthrough Products', Pearson Education, 2004

REFERENCE BOOKS:

1. Kennath B. Kahn, "New product Planning', Response Books, 2001
2. Kevin Otto and Kristin Wood, 'Product design' Pearson Education 2009
3. Marc A. Annacchino, 'New Product Development', Elsevier, 2003
4. Michael Z Brooke and William Ronald Mills, ' New Product Development', Jaico Books, 2006

WEB REFERENCES:

<http://www.entrepreneur.com/topic/product-ideas>
www.innovatedevelopment.org

PREREQUISITES: Operations Management

COURSE OBJECTIVES

1. To enable the students to understand the latest and evolving manufacturing methods and techniques
2. To equip the students with the required knowledge to design an appropriate manufacturing system for the given conditions
3. To enable the students study, analyze and compare the efficiency level of different manufacturing systems
4. To understand the role of automated production systems and their application in production environment

COURSE OUTCOMES

Upon successful completion of the course, students will be able to:

1. Understand the emerging trends in manufacturing systems
2. Identify the flaws in work space design and re-design the work space to improve efficiency and effectiveness
3. Design appropriate type of manufacturing system for the given situation
4. Appreciate the importance of automation and Robotics in manufacturing environment and to make appropriate use of automation

UNIT 1 MANUFACTURING SYSTEM – THE EMERGING SCENARIO 9

Components of a manufacturing system – Manufacturing in a competitive environment – Automation of manufacturing process –Automation in production systems – Basic elements of an automated system – Levels of automation – Hardware components for automation and process control – Programmable logic controllers – Computer integrated manufacturing.

UNIT 2 WORK SPACE DESIGN 9

Physiological performance – factors affecting physiological performance – Work space design for standing and seated workers – Ergonomic factors to be considered in the design of displays and control – Design for maintainability – Design of human-computer interaction – Design of environment – Vision and illumination design – Noise and vibration control.

UNIT 3 DESIGN OF MANUFACTURING SYSTEM 9

Limitations of traditional manufacturing systems – Design of Cellular Manufacturing System(CMS) – Production Flow Analysis - Optimization Models – Inter and Intra cell layout and capacity planning – Batch sequencing and sizing – Linkages to JIT systems – Life cycle issues in CMS

UNIT 4 ASSEMBLY LINE ANALYSIS 9

Analysis of Assembly systems – Manual Assembly Lines – Line Balancing algorithms – Mixed Model Assembly Lines – Automated Production lines – applications – Analysis of Transfer lines – Flexible Manufacturing systems – Kanban System – Single and Dual Kanban – Dynamic management of WIP inventory

UNIT 5 ROBOTICS AND AUTOMATION 9

Artificial Intelligence – Expert Systems – Coordinate Measuring Machines – Automation and Robotics – Evolution of Industrial Robots – Robot anatomy – Robot configuration – Robot sensors and actuators – Robot drive system –Industrial applications of Robots – Material handling – Transportation – Robotic Process operations – Economic analysis of Robotics – Safety aspects in Robotics – Social and labour issues – Future applications.

SELF STUDY:

Intelligent Manufacturing systems – Sustainable manufacturing – Hybrid manufacturing system – Manufacturing execution systems

TOTAL: 45 hours

TEXT BOOKS:

1. Anmol Gore, 'Operations Management', Cengage Learning, 2012
2. Chrissolouries George, 'Manufacturing Systems – theory and Practice', Springer Science and Business media, 2006
3. David J Williams, 'Manufacturing Cells – Control, Programming and Integration', Newnes Publishing, Elsevier, 2009

REFERENCE BOOKS:

1. Alan Weatherall, 'Computer Integrated Manufacturing', Elsevier, 2013
2. Mikell P., Groover, 'Industrial Robotics', TMH, 2012
3. Sahay B. S. 'World-class manufacturing – A strategic perspective', Macmillan, 2000

WEB REFERENCES:

www.ims.org
www.manucore.com

PREREQUISITES: Operations Management

COURSE OBJECTIVES

1. To familiarize the students with concept behind Business Process Re-engineering
2. To familiarize the students with BPR methodology and its successful implementation
3. To facilitate the students to know about the importance of value engineering for firms to meet the ever -growing challenges in the highly competitive market
4. To enable the students to understand Value engineering job plan for its successful implementation

COURSE OUTCOMES

Upon successful completion of the course, the students will be able to:

1. Understand the interrelationships among business processes and to plan for reengineering the business processes
2. To work-out an effective BPR plan of action and to implement the same
3. To improve the operational efficiency of organizations through continuous process observation and process modification
4. To add value to business by applying the principles of Value Engineering

UNIT 1 INTRODUCTION

9

Business Process -Definition - Dimensions - History of BPR -Definition -Basics - Benefits of BPR - Role of Leader and Manager - Guiding Principles of BPR - Key Targets of BPR

UNIT 2 BPR IN MANUFACTURING INDUSTRY

9

Enablers of BPR in manufacturing - Product Design and Development - BPR and IT-Relationship Between BPR and IT - Role of IT in re-engineering - BPR Tools and Techniques - Criticality of IT in Business Process

UNIT 3 BPR IMPLEMENTATION METHODOLOGY

9

Reasons for Implementation of BPR - Necessary Attributes of BPR Methodologies - BPR Team Characteristics - Different Phases of BPR - Different BPR Methodologies - Steps of Process Reengineering - Performance Measures of BPR - Risks Associated with BPR - Barriers to BPR Implementation - Framework for Barrier Management

UNIT 4 VALUE ENGINEERING CONCEPTS- THEORY AND FUNDAMENTALS

9

Relevance of Value Engineering to Indian Scenario – Meaning of Value – Ways to Add Value – Value Engineering Basics – Techniques Employed in Value Engineering

UNIT 5 VALUE ENGINEERING JOB PLAN

9

Introduction - Selecting the Project - Selecting Team Members - Phases of Value Engineering - Job Plan - General Phase - Information Phase - Function Phase - Creation Phase – Evaluation Phase - Investigation Phase - Implementation Phase

SELF STUDY:

Re-think Process Modelling – Object Oriented BPR – Free online courses on Value Engineering from 'SAMI VE LLC'

TOTAL: 45 hours

TEXT BOOKS:

1. Dey, 'Business Processing Re Engineering & Change Management', Biztantra, 2009
2. Iyer, 'Value Engineering: A How To Manual', New Age International Publishers, 2008
3. Radhakrishnan and Balasubramanian, 'Business Process Reengineering: Text and Cases', Prentice Hall of India, 2000

REFERENCE BOOKS:

1. Sethi, 'Organisational Transformation Through Business Process Re-engineering, Pearson, 2009
2. Shridhara Bhatt, Business Process Reengineering, Himalaya Publishers, 2004
3. Jaganathan, 'Getting More At Low Cost: The Value Engineering Way', Tata McGraw Hill, 2010

WEB REFERENCES:

www.12manage.com
www.value-eng.org

PREREQUISITES: Information Technology application

COURSE OBJECTIVES

1. To understand the fundamental concepts of ERP systems
2. To understand the working of different modules in ERP
3. To understand ERP project management cycle
4. To get insights into customization of ERP modules to suit the requirements

COURSE OUTCOMES

Upon successful completion of the course, the students will be able to:

1. Comprehend the technical aspects of ERP system
2. Evaluate the role of information systems in cross-functional business processes
3. Describe how an integrated information system can support effective and efficient business processes
4. To build customized ERP models for specific business requirements

UNIT 1 INTRODUCTION 9

ERP- Introduction – Overview - ERP as Integrated Management Information System - Evolution of ERP - Benefits of ERP- ERP vs Traditional Information systems - Advantages of ERP

UNIT 2 ERP AND TECHNOLOGY 9

Business Intelligence- Factors- Business Intelligence: Technology- Techniques for Integrating Business Intelligence into Business Processes- Challenges in implementing BPR

UNIT 3 BUSINESS MODULES 9

Business Modules of an ERP Package - Finance, Manufacturing- Maintenance- Materials Management- Quality Management- Marketing , Sales- Distribution and Service - Benefits of ERP

UNIT 4 ERP IMPLEMENTATION 9

Implementation Challenges - Strategies for Implementation- ERP Life Cycle- Implementation Methodologies- Project Team- Vendor and Contract Management- Project Management and Monitoring - Post Implementation Activities

UNIT 5 PRODUCTS AND FUTURE MARKET 9

SAP, Oracle - JD- Edwards, Marshal - Future Direction and Trends in ERP- New Markets in ERP, New Channels Web ERP - New Markets in ERP, New Channels Web ERP - Faster Implementation Methodologies - Web Enabling Market Snap Shot - Cloud Computing – RODE -

SELF STUDY:

ERP SAP system – Extended ERP systems – ERP add-ons – Web-enabled ERP system

TOTAL: 45 hours

TEXT BOOKS:

1. Alexis Leon, 'ERP Demystified', Tata McGraw Hill, 2012
2. Alxis Leon, 'Enterprise Resource Planning', Tata McGraw Hill, 20012
3. Vinod Kumar Garg and N K Venkitakrishnan, 'Enterprise Resource Planning: Concepts and Practice', PHI Learning, 2010

REFERENCE BOOKS:

1. Ashim Raj Singla, 'Enterprise Resource Planning', Cengage Learning, 2008
2. Rahul V Altekar, 'Enterprise wide Resource Planning', PHI Learning, 2010
3. Murthy, 'Enterprise Planning', Himalaya Publishing House, 2009

WEB REFERENCES:

www.erpsearchengine.com
www.weberp.org

PREREQUISITES: Information Technology Application

COURSE OBJECTIVES

1. To create insight and new learning in the area of customer relationship management.
2. To equip students with both a conceptual understanding and the knowledge pertaining to practical application of critical skills necessary for building and managing partnering relationships with customers and suppliers.
3. To discuss the conceptual foundations of relationship marketing and its implications for further knowledge development in the field of business

COURSE OUTCOMES

Upon successful completion of the course, students will be able to:

1. Integrate the internal processes and functions and external networks to deliver value to customers
2. Understand the benefits delivered by CRM, the technologies that are used for effective implementation of CRM
3. Provide employees with the information that they need to know their customers' needs and wants

UNIT 1 CRM - INTRODUCTION

9

Emerging Concept of CRM :CRM in Marketing & IT - Enablers of the growth of CRM- Evolution and Benefits of CRM - School of Thoughts of CRM, Building Customer Relationship: Process, Bonding - Zero customer Defections- CRM framework- Market Share Vs. Share of Customers- Life time value of Customers

UNIT 2 CRM IN SERVICES

9

CRM in Services: Product Markets- B2B market. CRM in Marketing - A Marketing Retrospective- Target Marketing - Marketing Automation

UNIT 3 CRM IN CUSTOMER SERVICE, MARKETING AND SALES

9

CRM and Customer service : Call Centre and Customer Care- Automation of contact center- Call Routing- Web Based Self Service- Work Force Management- Customer Service- e CRM

UNIT 4 e-CRM

9

Components of e-CRM Solutions- Data Warehousing- Data Mining and CRM- Evaluation of Technical solution for CRM- Role of a contact centre in building relationships

UNIT 5 CRM IMPLEMENTATION

9

Implementation: Defining a CRM strategy- CRM Implementation Road Map- Developing a Relationship Orientation- Customer-centric Marketing and Processes- Building Capabilities through Internal Marketing- customer retention plans

SELF STUDY:

CRM Tools – Analytical CRM –Customer-centric Enterprise

TOTAL: 45 hours

TEXT BOOKS:

1. John.G.Freeland", The Ultimate CRM, TMH, 2006
2. Subhasish Das", Customer Relationship Management", Excel Books, 2007
3. Mukesh Chaturvedi and Abhinav Chaturvedi", Customer Relationship Management – an Indian Perspective, Excel Books, 2005.

REFERENCE BOOKS:

1. Nath, 'The Nuts & Bolts of CRM', TMH, 2007.
2. V.Kumar and Werner.J.Reinartz", Customer Relationship Management, Wiley, 2006.
3. Paul Greenberg", CRM at the Speed of Light, 3rd edition, TMH, 2007.

WEB REFERENCES:

www.itinfo.am/eng/customer-relationship-management
www.ehow.com>Business

PREREQUISITES: Information Technology Application

COURSE OBJECTIVES.

1. To understand the basic principles, concepts and applications of Data Warehousing and data Mining
2. To introduce the task of Data Mining as an important phase of knowledge recovery process
3. To introduce the concept of data mining with in detail coverage of basic tasks, metrics, issues, and implication.
4. To design a Data Warehouse or a Data Mart to present information needed by the management in an usable form

COURSE OUTCOMES

Upon successful completion of the course, students will be able to:

1. Design a Data Mart or Data Warehouse for any organization
2. Extract knowledge using Data Mining techniques
3. Explore recent trends in Data Mining such as Web-Mining, Spatial-Temporal Mining
4. Develop further interest in research and design on new Data Mining techniques

UNIT 1 DATA PREPROCESSING, LANGUAGE, ARCHITECTURES, CONCEPT 9

Why Pre-processing, Cleaning, Integration, Transformation, Reduction, Discretization, Concept Hierarchy Generation, Data Mining Primitives, Graphical User Interfaces, Architectures, Concept Description, Data Generalization, Characterizations, Class Comparisons, Descriptive Statistical Measures, Classification, Clustering, Association Rule mining

UNIT 2 RECENT TRENDS 9

Multidimensional Analysis and Descriptive Mining of Complex Data Objects, Spatial Databases, Multimedia Databases, Time Series and Sequence Data, Text Databases, World Wide Web, Applications and Trends in Data Mining

UNIT 3 DATA WARHOUSING : INTRODUCTION 9

Introduction: Fundamentals of data mining, Data Mining Functionalities, Classification of Data Mining systems, Data Mining Task Primitives, Integration of a Data Mining System with a Database or a Data Warehouse System, Major issues in Data Mining. Data Pre-processing: Need for Pre-processing the Data, Data Cleaning, Data Integration and Transformation, Data Reduction, Discretization and Concept Hierarchy Generation.

UNIT 4 DATA WAREHOUSING -FUNDAMENTALS 9

Data Warehouse and OLAP Technology: Data Warehouse, Multidimensional Data Model, Data Warehouse Architecture, Data Warehouse Implementation, Further Development of Data Cube Technology

UNIT 5 DATA MINING - FUNDAMENTALS 9

From Data Warehousing to Data Mining Data Cube Computation and Data Generalization: Efficient Methods for Data Cube Computation, Further Development of Data Cube and OLAP Technology, Attribute-Oriented Induction

SELF STUDY:

Web-Mining, Spatial-Temporal Mining – Higher-Order-Mining (HOM)- Graph Mining

TOTAL: 45 hours

TEXT BOOKS:

1. Bharat Bhusan Agarwal, 'Data Mining and Data Warehousing', Lakshmi Publications,2009
2. J. Han, M. Kamber, 'Data Mining: Concepts and Techniques', Harcourt India / Morgan Kauffman, 2006.
3. Margaret H.Dunham, S.Sridhar, Data Mining: Introductory and Advanced Topics., Pearson Education, 2008.

REFERENCE BOOKS:

1. Alex Bezon, Stephen J.Smith, 'Data Warehousing, Data Mining & OLAP', McGraw-Hill Edition, 2004.
2. Arun K Pujari, 'Data Mining Techniques' University Press, 2005

3. Sam Aanhory & Dennis Murray, 'Data Warehousing in the Real World' Pearson Education, 2015

WEB REFERENCES:

<https://tdwi.org>

www.web-datamining.net/

16PN636

DECISION SUPPORT SYSTEMS

5/0/0/3

PREREQUISITES: Information Technology Application

COURSE OBJECTIVES

1. To provide students the understanding of the fundamentals of decision support systems

2. To make students to understand about Intelligent systems
3. To make students to understand business intelligence
4. To make students to understand about implementation of decision support systems

COURSE OUTCOMES

Upon successful completion of the course, students will be able to:

1. Design effective DSS framework for organizations
2. Integrate ICT with DSS for effective and efficient handling of data
3. Improve data management system and facilitate delivery of appropriate data/information to managers at different levels in the hierarchy
4. Make better business decisions on the strength of information obtained from data

UNIT 1 INTRODUCTION 9

Decision Support Systems – Introduction - Decisions and Decision Makers- Supporting Organizational decision making - Essentials and Framework of Business Intelligence- Modelling Decision Process- Group Decision Support and Groupware technologies

UNIT 2 INTELLIGENT SYSTEMS 9

Executive information systems - Expert systems - Artificial Intelligence - Advanced Intelligent Systems- Intelligent Systems over Internet - Knowledge Engineering and Acquisition

UNIT 3 BUSINESS INTELLIGENCE 9

Data warehousing - Data Mining - Data Visualization - Designing and building the data warehouse - Systems perspective of DSS

UNIT 4 DEVELOPMENT AND IMPLEMENTATION DSS 9

Designing and building DSS - DSS Implementation - Integrating DSS

UNIT 5 FUTURE OF DSS 9

Creative Decision Making and Problem Solving - Delegation and Agency - Intelligent software Agents - Impact of Management support systems on Organizations and Individuals - Legality , Privacy and Ethics - DSS in 21st century

SELF STUDY:

Technology acceptance Model and executive Information systems - Critical Success factors for DSS implementation -

TOTAL: 45 hours

TEXT BOOKS:

1. George M Marakas , ‘Decision Support Systems’, PHI learning , 2014
2. Turban, Aronson et al., ‘Decision Support Systems and Business Intelligence Systems’, Pearson Education,
3. James A O’Brien, ‘Management Information Systems’, TMH, 2006

REFERENCE BOOKS:

1. Daniel J. Power, ‘ Decision Support Systems – Concepts and Resources for Managers’, Quorum Books, 2012
2. Udo Richard Franz Averweg, ‘Decision-making: Support Systems’. Bookboon.com (e- book)
3. Clyde W. Holsapple, ‘Decision Support Systems – a knowledge based approach’, Thomson Learning, 2006

WEB REFERENCES:

www.dssresources.com
www.inderscience.com/ijdss

16PN637

SYSTEM ANALYSIS AND DESIGN

5/0/0/3

PREREQUISITES: Information Technology Application

COURSE OBJECTIVES

1. To provide students with ability to apply various concepts of System analysis and design in practical work.
2. To enable students to analyze Information requirements analysis

3. To help students to understand and to apply system analysis process
4. To provide students with the expertise to apply the knowledge gained about implementation process

COURSE OUTCOMES

Upon successful completion of the course, students will be able to:

1. Understand the principles and tools of system analysis and design
2. Solve a wide range of problems related to analysis, design and construction of information systems
3. Analyse and design systems for smaller organizations

UNIT 1 INTRODUCTION

9

Overview of Systems Analysis & Design: Business Systems Concepts - Systems Development Life Cycle (SDLC) - Project management - Role of systems analyst

UNIT 2 INFORMATION REQUIREMENT ANALYSIS

9

Information Requirement Analysis ; information gathering - Interactive methods - Interviewing , Joint Application Design , Using & Administering Questionnaires - Unobtrusive methods - sampling, investigation, observation - Agile modelling and prototyping

UNIT 3 THE ANALYSIS PROCESS

9

Analysis process – using data flow diagram - Analyzing systems using data dictionaries - Describing process specifications & Structured Decisions - Preparing systems proposal- Designing Effective Output and Input - Designing databases - Designing Effective Output and Input - Designing databases- Human-Computer Interaction- Designing data entry procedures

UNIT 4 IMPLEMENTATION

9

Quality assurance through software engineering – TQM approach, using structure charts to design systems, software engineering and documentation , testing , maintenance and auditing - Implementing the information systems- Training Users, Conversion, Security Concerns, Other Considerations, Evaluation

UNIT 5 OBJECT-ORIENTED ANALYSIS AND DESIGN

9

Object-Oriented Analysis & Design (OOAD): Introduction to Object Oriented Analysis and design life cycle – Concepts - Unified Modelling Language Concepts & Diagrams - Use Case Modelling - Activity Diagrams, Sequence and Communication diagrams- Class Diagrams and Statechart Diagrams- Packages and other UML artifacts, Importance of using UML for modelling

SELF STUDY:

Agile Methodologies in system implementation – Conceptual Data Modelling – Human interface in Systems Design

TOTAL: 45 hours

TEXT BOOKS:

1. Kendall and Kendall, 'System Analysis & Design', Prentice Hall of India, 2013
2. Booch, Grady, 'Object Oriented Analysis & Design,' Addison – Wesley, 2006
3. Hoffe, 'Modern System Analysis & Design', Pearson Education, 2014
4. Jalote, Pank, 'An Integrated approach to Software Engineering', Narosa Publishing House, 2014

REFERENCE BOOKS:

1. Joesph S. Valacich, Joey F. George and Jeffrey A. Hoffer, 'Essentials of System Analysis and Design', Pearson, 2007
2. Jain V. K. 'System Analysis and Design Handbook', Dreamtech Press, 2008
3. Rajaraman V, 'Analysis and design of Information Systems', Jain Book Agency, 2014

WEB REFERENCES:

Nptel.iitg.ernet.in>.>System Analysis and Design (Web Course
www.unitech.ac.nz/career-and-study...and...systems/systems-analysis-and-design

16PN638

**CLOUD COMPUTING AND INFORMATION SECURITY
MANAGEMENT**

5/0/0/3

PREREQUISITES: Information Technology Application

COURSE OBJECTIVES

1. To provide students with the fundamentals and essentials of Cloud computing
2. To understand the concept of Virtualization and design of Cloud services
3. To understand the features of Cloud infrastructure
4. To understand the security threat in Cloud and security monitoring

COURSE OUTCOMES

Upon successful completion of the course, students will be able to:

1. Compare the operation, implementation and performance of Cloud computing systems

2. Analyse the trade-offs inherent in Cloud computing
3. Identify the security implications in Cloud computing
4. Identify appropriate design choices when solving real-world Cloud computing problems

UNIT 1 INTRODUCTION **9**

Evolution of Cloud Computing –System Models for Distributed and Cloud Computing – NIST Cloud Computing Reference Architecture -IaaS – On-demand Provisioning – Elasticity in Cloud –Providers - PaaS - SaaS – Public Private and Hybrid Clouds

UNIT 2 VIRTUALIZATION **9**

Basics of Virtualization - Types of Virtualization - Implementation Levels of Virtualization - Virtualization Structures - Tools and Mechanisms - Virtualization of CPU, Memory, I/O Devices - Desktop Virtualization – Server Virtualization

UNIT 3 CLOUD INFRASTRUCTURE **9**

Architectural Design of Compute and Storage Clouds – Layered Cloud Architecture Development – Design Challenges - Inter Cloud Resource Management – Resource Provisioning and Platform Deployment – Global Exchange of Cloud Resources

UNIT 4 PROGRAMMING MODEL **9**

Parallel and Distributed Programming Paradigms – Map Reduce , Twister and Iterative Map Reduce – Hadoop Library from Apache – Mapping Applications - Programming Support -Google App Engine, Amazon AWS - Cloud Software Environments -Eucalyptus, Open Nebula, Open Stack.

UNIT 5 SECURITY IN THE CLOUD **9**

Security Overview – Cloud Security Challenges – Software-as-a-Service Security – Security Governance - Risk Management – Security Monitoring – Security Architecture Design – Data Security – Application Security – Virtual Machine Security

SELF STUDY:

Autonomic Security- Cloud software – Cloud Sim – Cloud Eco system – Computing on demand

TOTAL: 45 hours

TEXT BOOKS:

1. Kai Hwang, Geoffrey C Fox, Jack G Dongarra, “Distributed and Cloud Computing, From Parallel Processing to the Internet of Things”, Morgan Kaufmann Publishers, 2012.
2. John W.Rittinghouse and James F.Ransome, “Cloud Computing: Implementation,Management, and Security”, CRC Press, 2010.

REFERENCE BOOKS:

1. George Reese, “Cloud Application Architectures: Building Applications and Infrastructure in the Cloud” O’Reilly, 2009.
2. James E. Smith, Ravi Nair, “Virtual Machines: Versatile Platforms for Systems and Processes”, Elsevier/Morgan Kaufmann, 2005.
3. Kumar Saurabh, ‘Cloud computing – insight into new era infrastructure’, Wiley India, 2011

WEB REFERENCES:

www.cloudtweaks.com
www.cloudave.com

Course Code	Course Name	Contact Hours			
		L	T	P	C
16PN639	BUSINESS ANALYTICS	5	0	0	3

Course learning objectives:

1. To learn the concepts of Data Analysis
2. To have an insight into the principles, concepts and applications
3. To learn how to evaluate the organisation’s performance with perspective analytics
4. To develop digital business strategy for the future thro’ forecasting models
5. To learn the predictive analytics analysis.

Course Outcomes:

Upon successful completion of the course the students will be able to:

1. Understand the importance of managing data to achieve business excellence

2. Handle, analyse and interpret data
3. Gain insights into the future behaviour of business parameters based on the past data
4. Suggest business solutions to improve performance

UNIT I : INTRODUCTION TO DATA ANALYTICS

9 Hours

Business analytics, terminology, Business Intelligence vs. Business Analytics - BA process : Steps involved
 – Link between strategy and BA – Measures, Metrics and KPIs – Data Bases – Relational Data bases - Data warehouse – Data integration – Data cleaning – Data Mining

UNIT-II : APPLICATION OF BUSINESS ANALYTICS

9 Hours

Financial Analytics – Marketing Analytics - HR Analytics – Supply Chain Analytics - Health care Analytics

UNIT- III : DESCRIPTIVE ANALYTICS

9 Hours

Visualizing and exploring data, Descriptive statistics - Sampling methods and estimation - Introduction to probabilistic distributions – Simple Linear Regression – Multiple Linear Regression – Non-linear Regression

UNIT- IV : PREDICTIVE ANALYTICS

9 Hours

Time Series Analysis and Forecasting - Modeling: logic driven models, Data driven models – Spreadsheet model – ‘What-if’ Analysis - Data mining -Data mining methodologies

UNIT – V : PRESCRIPTIVE ANALYTICS

9 Hours

Linear Optimization Models - Nonlinear optimization Models – Monte Carlo simulation – Decision Tree Analysis

Total Hours : 45 (L=45)

Reference Books:

- A. Marc J Schniederjans, Dara G Schniederjans and Christopher M Starkey, ‘Business Analytics – Principles, concepts and applications What, Why and How’ – E Book, Pearson, 2014
- B. Johannes Ledolter, ‘Data mining and Business analytics with R’, WILEY Publications, 2013
- C. R N Prasad and Seema Acharya, ‘Fundamentals of Business Analytics’, WILEY Publications 2015

PREREQUISITES: Information Technology Concepts

COURSE OBJECTIVES

1. To help the students understand the fundamental principles of Software Project Management
2. To familiarise the students with the different methods and techniques used for managing projects
3. To provide the students with the skills required to apply project scheduling and controlling techniques
4. To impart team building skills required for successful management of software projects

COURSE OUTCOMES

1. Foresee the challenges and threats that the project may face and initiate preventive actions
2. Do project scheduling and tracking of progress
3. Understand why majority of software projects are not implemented within the budgeted cost and time duration
4. Assess and ensure quality parameters in software projects

UNIT 1 INTRODUCTION

9

Project Definition – Contract Management – Activities covered By Software Project Management – Overview of Project Planning – Stepwise Project Planning

UNIT 2 PROJECT EVALUATION

9

Strategic Assessment – Technical Assessment – Cost Benefit Analysis – Cash Flow Forecasting – Cost Benefit Evaluation Techniques – Risk Evaluation

UNIT 3 ACTIVITY PLANNING

9

Objectives – Project Schedule – Sequencing and Scheduling Activities – Network Planning Models – Forward Pass – Backward Pass – Activity Float – Shortening Project Duration – Activity on Arrow Networks – Risk Management – Nature of Risk – Types of Risk – Managing Risk – Hazard Identification – Hazard Analysis – Risk Planning And Control

UNIT 4 MONITORING AND CONTROL

9

Creating Framework – Collecting The Data – Visualizing Progress – Cost Monitoring – Earned Value – Prioritizing Monitoring – Getting Project Back To Target – Change Control – Managing Contracts – Introduction – Types of Contracts – Stages In Contract Placement – Typical Terms of a Contract – Contract Management – Acceptance

UNIT 5 MANAGING PEOPLE AND ORGANIZING TEAMS

9

Introduction – Understanding Behavior – Organizational Behaviour: A Background – Selecting The Right Person For The Job – Instruction In The Best Methods – Motivation – The Oldham – Hackman Job Characteristics Model – Working In Groups – Becoming A Team – Decision Making – Leadership – Organizational Structures – Stress – Health And Safety – Case Studies.

SELF STUDY:

Outsourcing Software projects – Cost estimation techniques – Decomposition techniques for cost estimation

TOTAL: 45 hours

TEXT BOOKS:

1. Bob Hughes, Mike Cotterell, "Software Project Management", Third Edition, Tata McGraw Hill, 2004.
2. Ramesh, Gopaldaswamy, "Managing Global Projects", Tata McGraw Hill, 2001.
3. Royce, "Software Project Management", Pearson Education, 1999.
4. Jalote, "Software Project Management in Practice", Pearson Education, 2002.

REFERENCE BOOKS:

1. Patrick Cauldwell, 'Code Leader: Using people, tools and processes to build successful software', Wrox Press, 2008
2. Andrew Stellman, 'Applied Software Project Management', O'Reilly Media, 2005
3. Bob Hughes, 'Software Project Management' (free e-book : www.e-booksdirectory.com)

WEB REFERENCES:

www.managementhelp.org/projectmanagement
<http://www.projectsmart.co.uk/forums>

PREREQUISITES: Basic knowledge on all functional areas desirable

COURSE OBJECTIVES

1. To understand the importance of innovation and commonalities among the business incubators and draft a strategy for the effectiveness of the incubator based on the local conditions and environment.
2. To enrich knowledge and skill regarding Cluster Development programs and developing common facility centers.
3. To devise tools and techniques in enhancing Technology entrepreneurship.
4. To provide the students with inputs for team presentation.

COURSE OUTCOMES

1. Identifying and analyzing constraints and barriers to promote innovations and devise appropriate strategies.
2. Initiating, planning and implementing business incubation activities for promoting knowledge based enterprises.
3. To understand the significance of clusters and holistic development of the clusters to ensure overall development of the local economy.
4. Sensitizing the environment for extending timely assistance and support required for establishment of technology based business ventures.

UNIT 1 DEMAND DRIVEN INNOVATION

9

Nurturing Innovations –Types of Innovation: Incremental, total and disruptive Innovation - Product Innovation - Service Innovation- Process Innovations –Technological Innovation & Entrepreneurship - Demand opportunity analysis - Creativity and innovation for deciphering customer needs - Product solution and market needs understanding competition and role of teams - Commercializing Innovation.

UNIT 2 INCUBATION

9

Incubating Innovations– Technology Business Incubation -Establish relationships and alliances that strengthen the business incubator and Services rendered to businesses –Train innovative, entrepreneurial and committed teams to conduct the business Incubation Process - Adjust business incubation models to the Economic – Cultural - Social and Political realities of each region or country.

UNIT 3 CLUSTER DEVELOPMENT

9

Clusters and their Internal Dynamics – Cluster Interventions in Developed and Developing Countries – Business Profiling Instrument and Value Chain Analysis - Cluster Diagnostic and Developing a Long Term Vision for the Cluster – Action Plan Preparation.

UNIT 4 CLUSTER MANAGEMENT

9

Implementation of Cluster Development Programs – Developing Business Development Service Market and Capacity Building of Business Management Organizations (BMOs) - Establishing Common Facility Centre (CFC) under Private-Public-Partnership (PPP) approach – Monitoring and Evaluation – Study Visit.

UNIT 5 GATHERING RESOURCES FOR TECHNOLOGY VENTURES

9

Prototyping to product development - Effective business models that deliver customer value - Protecting Intellectual Property Rights – Patenting and licensing - Importance of human capital- Cost effective marketing in technology ventures - Raising money for technology based ventures-Communicating your idea – Writing fundable business plans - Designing and delivering a techno-venture.

SELF STUDY: Enabling Innovative Entrepreneurship through Business Incubation by Mohsen A. Khalil, Ellen Olafsen – World Bank Group.

TOTAL:45 hours

TEXT BOOKS:

1. Robert D.Hisrich, Mathew J.Manimala,etal. Entrepreneurship, McGraw Hill Education (India)

- Edition 2013, New Delhi
2. Poornima M. Charantimath, Entrepreneurship Development and Small Business Enterprises Pearson -New Delhi, Second edition 2014.
 3. Robi Lowe, Sue Marriott, 'Enterprise: Entrepreneurship and Innovation: Concepts, Contexts and Commercialization', Butterworth-Heinemann – 2011.
 4. Daniel R Siegel, ' Innovation and technology in the markets' McGraw Hill Book – 1990.
 5. Robert A Burgelman, Modesto A Maidique, Stevem C Wheelwright, ' Strategic management of technology and innovation' McGraw Hill Book – 1995.
 6. Elaine Dundon, 'The Seeds of innovation: cultivating the synergy that fosters new ideas, Prentice-Hall of India Pvt. Ltd. – 2007.

REFERENCE BOOKS:

1. Donald F Kuratko, T.V Rao. Entrepreneurship: A South Asian perspective,CengageLearning. 2012.
2. Hisrich, Entrepreneurship - Tata McGraw Hill, New Delhi, 2001.
3. Bruce R Barringer, Duane Ireland R, 'Entrepreneurship:Successfully launching new ventures', Pearson Education – 2008.
4. Thomas W Zimmerer, 'Essentials of Entrepreneurship and Small Business Management', PHI Learning Pvt Ltd – 2011.
5. AnjanRaichaudhuri, 'Managing New Ventures: Concepts and cases on Entrepreneurship' PHI Learning Pvt. Ltd. – 2011.
6. David Oates, ' A guide to Entrepreneurship: Includes Case studies' Jaico Publishing House – 2008.
7. Eric A Morse, Ronald K Mitchell, 'Cases in Entrepreneurship: The venture creation process' Sage Publication India Pvt. Ltd. – 2011.

WEB REFERENCES:

www.indianentrepreneur.com/,
<http://icreate.org.in/>
<https://www.mhhe.com/sie-hisrich8e>
http://startupindia.gov.in/upload/Startup_India_List_of_Incubators.pdf
http://www.dsir.gov.in/12plan/prism/prism_tocics.htm
<http://www.dst.gov.in/scientific-programmes/scientific-engineering-research>
<http://www.elcinaclusters.in/clusters-greenfield-coimbatore.asp>

PREREQUISITES: Nil

COURSE OBJECTIVES

1. Creating new businesses, capturing new markets and enhancing organizational effectiveness
2. Improving productivity through process improvements
3. Promoting and managing new start-ups
4. Developing risk taking abilities and leadership skills for business.

COURSE OUTCOMES

Upon successful completion of the course, students will be able to:

1. Create and new ideas for business
2. Promote new business models
3. Manage risk and innovation
4. Provide support for promoting start-ups

UNIT 1 BUSINESS MODELS – AN INTRODUCTION 9

New business models – structuring the business models – common types of business models – value creation model – profit model – logic of the business – emerging trends in global knowledge economy.

UNIT 2 EXISTING BUSINESS MODELS 9

Conceptual, textual, and/or graphical, of all core interrelated architectural, co-operational, and financial models – theoretical and empirical insight into business models

UNIT 3 DISRUPTIVE BUSINESS MODELS 9

New models replacing existing models – brand new business models – new models Google, PayPal, Gilt, OpenTable, SurveyMonkey, Second Life, eLance, 99Designs

UNIT 4 V4 BM FRAMEWORK 9

Vpower4 Value proposition, value architecture, value network, value finance – collaborative business models – different industries with new models – value creation

UNIT 5 SHIFT IN BUSINESS MODELS 9

Shift from pipes to platforms – network models – network effects - technology based business models – promoting new models – interviewing new promoters – promoting start-ups

TOTAL:45 hours

TEXT BOOKS:

1. Mauborgne, Rene, Blue Ocean Strategy, Boston Harvard Business School Press, 2005, ISBN:1-59139-619-0
2. Snyder, Duarte, Unleashing Innovation, How Whirlpool Transformed an Industry, Jossey-Bass, 2008. ISBN978-1-4000-6428-1

REFERENCE BOOKS:

1. Amabile, How to kill creativity (available at www.hbsp.org)
2. Chesbrough, Henry, Open Innovation, Boston, Harvard Business School Press, 2003
3. Christensen, Clayton, M, The Innovator's Dilemma: When New Technologies Cause Great Frims to Fail, Boston, Mass.: Harvard Business School Press, 1997
4. Govindarajan, Vijay and trimble Chris, Reverse Innovation, Boston Harvard Business School Press, 2012

PREREQUISITES: Understanding of Functional areas of Management

COURSE OBJECTIVES

1. To make the students to understand the concepts of Business Ventures
2. To expose them how to manage the New Venture
3. To familiarize with the Financing of the New venture
4. To provides an insight to the students about New venture Expansion Strategies and Issues and Institutional support to Entrepreneurship

COURSE OUTCOMES

1. Understand the concepts of Business Ventures
2. Able to write business plan and Manage a New venture
3. Develop comprehensive knowledge about financing New venture and Expansion Strategies
4. Acquire insights about Institutional support to Entrepreneurship

UNIT 1 Introduction to Business Ventures 9

Creating and starting the venture -- Sources of new Ideas, Methods of generating ideas, creating problem solving, product planning and development process- selection of types of organization-Legal Environment-Approval of New Ventures -Taxes or Duties Payable-Models for Opportunity Evaluation-RAMP Model-Mullins's Seven-domain Framework.

UNIT 2 Managing, the new venture and Business plan Development 9

Managing, growing the new venture - Launching formalities -Preparing for the new venture launch -early management decisions -Managing early growth of the new venture Nature and scope of Business plan, Writing Business Plan, Evaluating Business plans, Using and implementing business plans. Marketing plan, financial plan and the organizational plan-failure of a business Plan.

UNIT 3 Financing the new venture 9

Types of finance-Estimating capital cost of project-Sources of Finance-Securing Finance-Marketing and sales controls. -E-commerce and business start-up and growth-Lenders and Investor's Expectations -Central and State and Central Government Incentives and concessions for MSME.

UNIT 4 New venture Expansion Strategies and Issues 9

Venture life patterns-Start-up phase-early growth-Changes in management style and organization-Designing of New Ventures-Features and evaluation of joint ventures, acquisitions, mergers, franchising. Public issues, rights issues, bonus issues and stock splits -New venture failures .

UNIT 5 Institutional support to Entrepreneurship 9

Role of Directorate of Industries, District Industries, Centers (DICs), Industrial Development Corporation (IDC), State Financial corporation (SFCs), Commercial banks Small Scale Industries Development Corporations (SSIDCs), Khadi and village Industries Commission (KVIC), National Small Industries Corporation (NSIC), Small Industries Development Bank of India (SIDBI).

SELF STUDY: Export Oriented Units -Fiscal and Tax concessions available

TOTAL: 45 hours

TEXT BOOKS:

1. Vasanth Desai " Dynamics of Entrepreneurial Development and Management Himalaya Publishing House. ,2009
2. N.P.Srinivasan & G.P.Gupta," Entrepreneurial Development ", Sultanchand & Sons,2014
3. Poornima M.Charantimath, "Entrepreneurship Development and Small Business Enterprises,Second Edition,Pearson,2014

REFERENCE BOOKS:

1. Satish Taneja, Entrepreneur Development ", New Venture Creation. Galgotia Publishing, Year of publishing: 2011
2. Robert D.Hisrich, Michael P.Peters, " Entrepreneurship Development, Tata McGraw-Hill Education Private Limited, New Delhi, 6th Edition, Reprint 2011
3. Anjan Raichaudhuri, Managing New Ventures: Concepts And Cases In Entrepreneurship PHI Learning Pvt Ltd, 2010

WEB REFERENCES:

www.ediindia.org
msme.gov.in

16PN644

BUSINESS ORGANIZATION AND TAXATION

5/0/0/3

PREREQUISITES: NIL

COURSE OBJECTIVES

1. To know the various forms of organization
2. To promote an enterprise and selection of suitable form of organisation
3. To know the relevant law to form organization and raise capital

4. To learn all tax related aspects in business

COURSE OUTCOMES

1. Clear knowledge of form of organization
2. Promotion and registration
3. Taxation knowledge in business
4. Managing the firm properly

UNIT 1 FORMS OF BUSINESS ORGANIZATION 9

Nature and scope of Business, Forms of Business Organisation – Sole Trader, Partnership firms, Companies and Co-operative Societies – Public Enterprise.

UNIT 2 LOCATION OF BUSINESS AND RAISING FUNDS 9

Location of Business – Factors influencing location, localization of industries- Size of forms, Sources of Finance – Shares, Debentures, Public Deposits, Bank Credit and Trade Credit – Relative Merits and Demerits.

UNIT 3 STOCK EXCHANGE FUNCTIONS - EQUITY AND DEBT MANAGEMENT 9

Stock Exchange - Functions – Procedure of Trading – Functions of SEBI – DEMAT of shares- Equity and debt management - Trade Association-Chamber of Commerce.

UNIT 4 TAXATION I 9

Income Tax Act 1961 – Important Definitions – Computation of Income under various heads. Income from salaries – Income from House Property. Computation of Income under various heads. Business or Profession – Capital Gain. Income from other sources – set off and carry forward and set off losses – Deduction in total income. Wealth Tax Act – Definitions –Valuation of various Assets – Computation of net wealth (Problems) – Exempted wealth

UNIT 5 TAXATION II 9

VAT (Value Added Tax) Meaning, Applicability, Coverage of goods under VAT,-- Tax Payers Identification Number (TIN) – Modes of charging sales tax – Levy of purchase tax. Central Sales Tax Act, Central Excise Act, 1944 – Levy and Collection – Purpose of charging excise duty – Excisable goods – Concepts of manufacturer – Customs Act, 1962- Definitions, -Types of duty –Prohibition on importation and exportation of goods – Dutiable Goods U/S 26 .

SELF STUDY: Practical knowledge on all these above items

TOTAL:45 hours

TEXT BOOKS:

1. Y.K.Bhushan – Business Organisation and Management – Sultan chand & sons
2. Shukla - Business Organisation and Management – S.Chand & Company Ltd.,
3. Tax Law – Dinker pagare
4. Indirect Tax –Dr. V. Balachandran

WEB REFERENCES:

GOI Websites
SEBIWebsite

PREREQUISITES:NIL**COURSE OBJECTIVES**

1. To understand the business models and assessing the financial requirement
2. To analyse the business for financial feasibility banking viability
3. To understand the investment process
4. To know the tax implications on source of finance

COURSE OUTCOMES

1. Able to convert idea into a business model
2. A fair knowledge of financial markets
3. A thorough understanding on various sources of financing including venture capital
4. A comprehensive idea about taxation

UNIT 1 PRIVATE EQUITY BACKGROUND 9

Evolution of finance for business – VC Funds and PE Funds, Leveraging in funds – Forms of investment by funds – J Curve – Measuring the performance – PE Investment criteria – Role of facilitators

UNIT 2 BUSINESS MODEL, BUSINESS PLAN AND FINANCIAL MODEL 9

Business model – Business plan – Financial model – background, assumptions, Cost of project and means of finance – Projected P&L Account, Projected balance sheet – IRR – Loan servicing capability, Valuation and Sensitivity analysis

UNIT 3 PE INVESTMENT PROCESS 9

Sourcing of proposals – Initial contact – Non-Disclosure Agreement (NDA) Preliminary Investment note – Non binding letter of intent - Final Investment memorandum – Closure of the deal

UNIT 4 TAX ASPECTS OF PE INVESTMENTS 9

Section 10(23FB) of Income Tax Act 1961 – Section 10(47) of Income Tax Act 1961 – Income types – Securities Transaction Tax (STT) – Tax on distributed Profit – Taxability of Interest – Taxability of Capital Gains on Debt – Taxability of Capital Gains on Equity – Taxation of Non Residents

UNIT 5 POST INVESTMENT SUPPORT, MONITORING, EXIT AND REGULATIONS OF PE FUNDS 9

Support, monitoring and exit – SEBI (Alternate Investment Funds) Regulations, 2012 – Categories of AIF – Eligibility criteria, Tenure – Listing – maintenance of records – Winding up of AIF

SELF STUDY: Study on emerging issues of NSE's platform for SMEs**TOTAL:45 hours****REFERENCE BOOKS:**

1. Mastering the VC Game: A Venture Capital Insider Reveals How to Get from Start-up to IPO on Your Terms by Jeffrey Busgang
2. Raising Venture Capital for the Serious Entrepreneur Hardcover – Import, 1 Oct 2007 by Dermot Berkery
3. The Masters of Private Equity and Venture Capital: Management Lessons from the Pioneers of Private Investing 1st Edition by Robert Finkel (Author), David Greising (Author)

PREREQUISITES: NIL**COURSE OBJECTIVES**

1. To understand the application of analytical techniques in marketing decision making
2. To be familiar with marketing strategy formulation with sound analytical judgment.

COURSE OUTCOMES

1. Analyse the nature and scope of marketing research as a component in the array of sources to create marketing knowledge
2. Critically evaluate the major sources of error in the marketing research process, including random sampling error and the various sources of non-sampling error.
3. Critically evaluate the nature of subjectivity in the marketing research process.

UNIT 1 INTRODUCTION**9**

Introduction - Scope of Analytics- Data for Marketing Analytics- Decision Models –Descriptive, Predictive and Prescriptive Models- Model styles : Verbal, Pictorial, Mathematical – Descriptive and Predictive Models – Introduction to Metrics – Market segmentation techniques: Cross tabulation segmentation – Regression-based segmentation – Positioning using Perceptual map.

UNIT 2 MARKETING METRICS**9**

Metrics: Contribution Margin – Return on marketing investment – Year-on-Year growth – CAGR – Brand Equity Index – Customer Life time value – Customer Profit - Product/service development metrics-

UNIT 3 DATA ANALYSIS**9**

Forecasting Methods :Time series, Causal, Trial Rate and Diffusion Models - Balanced Score Card Critical Success Factors - Time Series Analysis and Forecasting - Modeling: logic driven models, Data driven models – Spreadsheet model – ‘What-if’ Analysis - Decision tree Models

UNIT 4 PRICE AND PROMOTION ANALYTICS**9**

An overview of Pricing Techniques – Pricing Assessment: Break-Even Analysis, NPV Capital Budgeting Model – IRR capital Budgeting Model - Promotion Budget estimation methods – Promotion Budget allocation – Promotion Metrics: Reach, Frequency, Gross rating Points, Target rating points, Cost per Thousand, Cost per Point

UNIT 5 SALES AND DISTRIBUTION ANALYTICS**9**

Sales Metrics: Sales at Market Level – Sales at Geography Level – Sales at Segment Level – Sales at Channel level – Sales at Brand Level – Sales at Product/service Level – Sales at Customer Level ; Profitability Metrics: Profitability at Company Level – Profitability at Channel Level – Profitability at Product/Service level – Profitability at Customer Level ; Distribution Channel Characteristics – Channel Evaluation and selection- Distribution Metrics: All Commodity Volume – Product category Volume – Category Performance ratio

TOTAL:45 hours**Text books:**

1. Rao, P. H. (2011), 'Predictive modeling for strategic marketing' Prentice Hall, New Delhi, India
2. Stephan Sorger. 'Marketing Analytics – Strategic Models and Metrics, Admiral Press, 2016

Reference Books:

1. Albright, C. S., Winston, Wayne. L., & Zappe, C.J. (2009), 'Decision making using Microsoft excel' Cengage Learning, (India ed.).
2. Evans, J.R. (2012), 'Business analytics methods, models and decisions', Pearson, Upper Saddle River, New Jersey

PREREQUISITES: Basic knowledge on FINANCE

COURSE OBJECTIVES

1. To provide knowledge in preparation and interpretation of Financial Statements
2. To facilitate the students to analyze the financial statements using ratio analysis
3. To sensitise the students to measure the operating performance of an organisation
4. To impart the knowledge on reporting standards

COURSE OUTCOMES

1. Understand the accounting reports and reporting standards
2. Evaluate the corporate performance through financial statement analysis
3. Measure the operating performance of any entity through suitable techniques and tools
4. Create the Value for the shareholders and other stake holders

UNIT 1 INTRODUCTION TO FINANCIAL REPORT 9

Introduction - Annual Report – Contents –Chairman and Director Speech – Preparation of Balance Sheet – Income Statement – Annexure to Income Statement and Balance Sheet – Segment Reporting (IAS 14) – International Financial Reporting Standards (IFRS)

UNIT 2 READING THE REPORTS 9

Reading and Income Statement and Balance Sheet - Comparative Statement Analysis -Inter and Intra firm analysis - Common Size Statements - Computation and Interpretation of Accounting Ratios – window dressing – beating the window dressing – Source of finance analysis

UNIT 3 BUSINESS PERFORMANCE ANALYSIS 9

Measures of Performance – Operating Performance – ROI, ROE, ROTA, Operating Profit Model, Earnings Per Share – Corporate liquidity – Cash Cycle – Measures of liquidity - Short term – Financial strength – Cash flow statement.

UNIT 4 CORPORATE VALUE ANALYSIS 9

Corporate Valuation – Share Value – Financial leverage – Market to Book ratio – Growth Analysis – Growth equilibrium – Application to acquisitions – Investment Ratios – Present Value and Internal Rate of Return – Shareholder Value Added (SVA) - Market Value Added (MVA) -

UNIT 5 REPORTING TO MANAGEMENT 9

Requisites of a Good Report – Classification of Reports – Guiding Principles for three level – Balance Score Card – a performance measure –Analysis of Fixed Assets – Historical Cost Accounting and Current Cost Accounting.

TOTAL: 45 hours

TEXT BOOKS:

1. Khan, Jain, Management accounting: Text, Problems and Cases, Tata McGraw Hill, 2010
2. Peddina Mohana Rao, Financial Statement Analysis and Reporting, PHI,2011
3. N.P. Srinivasan, M.Sakthivel Murugan, Accounting for Management, S.Chand & Company Ltd,2013

REFERENCE BOOKS:

1. Rajesh Agrawal, R Srinivasan, Accounting made easy, Tata McGraw Hill, 2008
2. Srinivasan N.P & Sakthivel Murugan. M , Accounting for Management, S Chand & Company, New Delhi, 2010
3. Sharma Shashi K Gupta, Management Accounting: Principles and Practice, Kalyani Publishers, New Delhi, 2006

WEB REFERENCES:

www.moneycontrol.com
www.gurufocus.com

PREREQUISITES: Marketing Management and Business Research Methods

COURSE OBJECTIVES

1. To make the learners to analyze the role of marketing research in managerial decisions
2. To facilitate them in creating marketing research plan to obtain solutions to marketing problems
3. To prepare them to apply various product research techniques
4. To train them to analyze sales control and advertising research
5. To provide insight to analyze consumer attitudes and satisfaction surveys

COURSE OUTCOMES

1. Analyze the role of marketing research in managerial decisions
2. Create marketing research plan to obtain solutions to marketing problems
3. Apply various product research techniques
4. Analyze sales control and advertising research
5. Analyze consumer attitudes and satisfaction surveys

UNIT 1 INTRODUCTION

9

Introduction - Conceptual Framework - Nature and Scope -Importance and application - Ethics in Marketing Research

UNIT 2 MARKET RESEARCH PROCESS AND RESEARCH DESIGN

9

Market Research Plan - Steps in Market Research - Problem Definition - Research Design – Field Work - Data Analysis - Report Preparation - Characteristics of Good Marketing Research - Special Techniques of Marketing Research: Image Research - Omnibus Surveys – Trade Research- Digital research.

UNIT 3 PRODUCT RESEARCH

9

New Product Research –Idea Generation & Idea Screening - Concept Development and Testing - Conjoint Analysis - Business Analysis - Product Development - Test Marketing - Uses and Methods – Commercialization

UNIT 4 CONSUMER RESEARCH

9

Consumer Research - Nature and Importance of Measuring Consumer Attitudes – Measurement of Consumer Attitudes - Customer Satisfaction Surveys: Measuring Service Quality Using.-SERVQUAL Technique

UNIT 5 SALES CONTROL RESEARCH AND ADVERTISING RESEARCH

9

Sales Forecasting - Sales Analysis - Methods of Developing Marketing Potential – Advertising Content Research - Advertising Media Research - Advertising Effectiveness Research: Pre -Test and Post – Tests

SELF STUDY:

1. Digital Research
2. Marketing Research

TOTAL:45 hours

TEXT BOOKS:

1. Naresh. K.Malhotra, 'Essentials of Marketing Research: A Hands-On Orientation', Prentice Hall, 1/e, 2014
2. Aaker, Kumar and Day, 'Marketing Research', John Wiley, 11 Edition, 2012

REFERENCE BOOKS:

1. Kumar.V, Global Marketing Research, Sage Publications, 2015
2. Boyd, Marketing Research , Macmillan, 1999
3. Rajendra Nargundkar, 'Marketing Research', McGraw Hill Education, 3 Edition, 2008

WEB REFERENCES:

<http://researchindustryvoices.com/2015/07/31/5-must-read-books-for-marketing-researchers/>
<http://www.greenbookblog.org/2015/12/17/six-market-research-trends-for-2016/>

PREREQUISITES: Basic Concepts in Finance

COURSE OBJECTIVES

1. To enable the students understand the importance of Microfinance
2. To expose the students to the different legal and regulatory framework governing Microfinance Institutions in India
3. To help the students understand the different financial products offered by Microfinance Institution in India
4. To help the students understand the operational aspects of Microfinance

COURSE OUTCOMES

Upon successful completion of the course, the students will be able to:

1. Comprehend the importance of Microfinance and understand the regulatory framework in which Microfinance Institutions operate in India
2. Understand the different credit lending models operated by MFIs and to design models to suit the field conditions and in accordance with the regulatory framework.
3. Manage MFIs independently, after a brief induction training
4. Participate effectively in designing need-based financial products by MFIs that will stimulate the economic growth of the community around.

UNIT 1 INTRODUCTION

9

Microfinance – Definition – Concept of Microfinance and rural poverty – Principles of Microfinance – Characteristics and features of Microfinance – Microfinance products – Microcredit – Micro saving – Micro insurance - Microfinance as a tool for development – Evolution and character of Microfinance in India – Legal and Regulatory framework for Microfinance in India – Future of Microfinance in India

UNIT 2 SUPPLY, INTERMEDIATION AND REGULATIONS OF MICROFINANCE IN INDIA

9

Supply of Microfinance: Institutional sources of Microfinance – Not for profit MFIs – Mutual Benefit MFIs – For profit MFIs – NGO MFIs, NBFC MFIs - Non-institutional sources of Microfinance – Legal and Regulatory framework for Microfinance : Societies Registration Act, 1860 – Indian Trusts Act, 1882 – Companies Act, 1956 – Section 25(for Not-for-Profit Companies) – RBI Act, Section 45-1 A (For NBFC) – Capital Adequacy Requirements: Net-owned funds required for different forms of MFIs –Lending to0 MFIs by Commercial Banks – Equity Investments in MFIs by Venture Capital Funds – Donor participation in Indian Microfinance – Recommendations of Malegam Committee Report on Microfinance – Microfinance Institutions development regulation Bill 2012

UNIT 3 MICROFINANCE CREDIT LENDING MODELS

9

Credit Lending Models: Association Model – Community Banking Model – Cooperative Model – Credit Union Model – Grameen Joint Liability Group Model – Self Help Group Model – SHG –Bank Linkage Programmes – SHG Clusters and Federations

UNIT 4 OPERATIONAL ASPECTS OF MICROFINANCE

9

Strategies for sustainability of MFIs - Market research – Marketing environment for Microfinance – Market segmentation for Microfinance – Stepped Lending – Repeat lending - Character and cash-flow based lending – Customer retention - Product Development – Innovative and Creative Microfinance products - Strategies of MFIs to increase Outreach, Market-share and Customer retention

UNIT 5 MICROFINANCE AND COOMUNITY DEVELOPMENT

9

Microfinance and Women development – Microfinance and Health – Micro-entrepreneurship – Microfinance and Education – Microfinance for Cluster Development – Microfinance for Handicraft, Handloom, Cottage industry and Agro industry

SELF STUDY:

Urban Microfinance in India – Andhra Pradesh Microfinance Crisis – ‘Service provider’ model of Microfinance

TOTAL:45 hours

TEXT BOOKS:

1. Debadutta K Panda, ‘Understanding Microfinance’, Wiley India, 2009
2. Jonathan Morduch, ‘The Economics of Microfinance’, The MIT Press, 2005

3. Karmakar K.G, ' Microfinance in India', Sage Publications, 2010

REFERENCE BOOKS:

1. Prabhu Ghatе, ' Indian Microfinance- The challenges of rapid growth', Sage Publications, 2007
2. Vinod Kumar,' Microfinance', University Science Press, 2009
3. 'Existing Legal and Regulatory framework for Microfinance Institutions in India: Challenges and Implications' – published by Micro Credit ratings International Ltd.

WEB REFERENCES:

www.bankingindiaupdate.com
www.banknetindia.com

PREREQUISITES:**COURSE OBJECTIVES**

1. To help the students understand how start-up ventures are started
2. To expose the students to the various avenues for getting funds for start-ups
3. To make the students aware of the legal framework under which the funding agencies/individuals operate
4. To create interest in students to aspire for starting their own ventures using their innovative business ideas

COURSE OUTCOMES

Upon successful completion of the course, students will be able to:

1. Understand the way start-ups ventures are promoted
2. Know the different ways of mobilising funds required for promotion of start-ups
3. Understand the legal framework in which Angel funds, Private Equity firms and Venture Capital firms operate
4. Take steps to promote start-up ventures once a promising business idea is crystallized

UNIT 1 STARTUP VENTURES – AN OVERVIEW 9

Entrepreneur vs. Startup founder – Startups – Definition – Evolution – Startup culture – Startup Business partnering – Co-founders – Startup investing – Crowdfunding – seedinvest, Circleup – Internal Startups – Restarters – Famous Indian start-ups: Snapdeal – Ola – Flipcart – Bigbasket – Patym – Quikr – Nearbuy – Smart Air Trip - Loginext

UNIT 2 FUNDING OF STARTUP VENTURES 9

Private Equity – Meaning – Private Equity Investment Process - Private Equity firms in India - Angel Investors –How to approach Angel investor - Angel Investment Funding process - Top Angel investors on India : Sunil Karla – Sharad Sharma – Rajan Anandan – Krishnan Ganesh – Anupa Mittal - Online Crowdfunding platforms in India – Ketto – Start51 – Wishberry – BitGiving – The HotStart – FundDreamsindia

UNIT 3 LEGAL ASPECTS OF STARTUPS FUNDING 9

Private Equity Investment in India – Legal framework – Provisions of FEMA, 1999 – SEBI Act, 1992 – SEBI (AIF) Regulation 2012 –FDI policy of FIPB - Constitution of PE firms: Trust , LLP, Company Exist route for PE firms – SEBI Guidelines for Angel investments in India

UNIT 4 VENTURE CAPITAL – AN OVERVIEW 6

Venture Capital – Meaning – Features – Origin and Growth of Venture Capital in India Institutional set up in India for Venture Capital funding: Technology Development and Information Company of India Ltd. (TDICI) – Risk Corporation Ltd. (RCTC) – APIDC Venture Capital Ltd., Credit Capital Venture Fund(India) Ltd., Venture funding arms of Commercial banks

UNIT 5 VENTURE CAPITAL FUNDING 12

Stages of Venture Capital Financing : Seed Capital – Start-up Financing – Early stage Financing – Follow-on Financing – Expansion Financing – Replacement financing – Turnaround Financing – Management Buy-outs – Management Buy-ins – Analysing V.C. Proposals –Factors to be considered- Exit strategy for Venture Capital funds

SELF STUDY:

Successful Start-ups in India and their business Proposition

TOTAL: 45 hours

TEXT BOOKS:

1. Sharma J.C, ' Venture Capital Financing in India', Sage Publications, 2013
2. Jeff Madura, 'Financing Markets and Institutions, Cengage Learning, 2008.
3. Peter Ryan, ' How Venture capital works', Rosen Publishing Group, 2012

REFERENCE BOOKS:

1. Pandey I.M, "Venture Capital –The Indian Experience", Printice Hall of India, 2011
2. Gurusamy S, ' Financial services', Vijay Nicole Imprints, 2008
3. Venture Capital for Dummies, Kindle Edition, 2013

WEB REFERENCES:

www.10000startups.com
<http://angel.co/INdia/Investors>

PREREQUISITES: Marketing

COURSE OBJECTIVES

1. To acquaint the student with the Export and Import policies and procedures
2. To highlight about various authorities of the government, export organization, commodity, Boards and services institutions operating in the field of foreign trade.
3. To understand the various incentives and facilities offered to exporters
4. To familiarize with the licensing formalities in export trade

COURSE OUTCOMES

Upon successful completion of the course, students shall have ability to

1. Understand the international trading environment and practices
2. Prepare Export and customs documents
3. Understand the procedure for realising export proceeds
4. Implement the export formalities

UNIT 1 PRELIMINARIES FOR EXPORTS AND IMPORTS 9

Definition of Export – Classification – Strategy and Preparation for Export Marketing - An Overview: Nature, importance and scope; Environmental analysis – economic, geographic, socio-cultural, commercial, legal and political environments.– Export Marketing Organizations – Registration Formalities – IEC, RCMC, EPC, Central Excise - Categories of Export- Export Licensing – Selection of Export Product – Identification of Markets – Methods of Exporting – Pricing Quotations – Payment Terms – Letter of Credit- Foreign Trade Policy – Highlights – Special Focus Initiatives - Liberalization of Imports – Negative List for Imports – Categories of Importers – Special Schemes for Importers

UNIT 2 EXPORT IMPORT DOCUMENTATION 9

Aligned Documentation System – Commercial Invoice – Shipping Bill – Certificate of Origin – Consular Invoice – Mate’s Receipt – Bill of Lading – GR Form – ISO 9000 – Procedure for obtaining ISO 9000 – BIS 14000 Certification – Types of Marine Insurance Policies. Import Documents – Transport Documents – Bill to Entry – Certificate of Inspection – Certificate of Measurements – Freight Declaration.

UNIT 3 EXPORT PROCEDURE 9

Steps in Export Procedure -Shipment & Transport – Sea, Air, Rail, Road, Pipeline – Export Contract – Forward Cover – Export Finance – Institutional framework for Export Finance – Excise Clearance – Pre-shipment Inspection – Methods of Pre-shipment Inspection – Marine Insurance – Role of Clearing and Forwarding Agents – Shipping and Customs Formalities – Customs EDI System – Negotiation of Documents – Realisation of Exports Proceeds- Excise clearance Benefit / Rebate - Income Tax Benefit

UNIT 4 IMPORT PROCEDURE 9

Pre-Import Procedure – Steps in Import Procedure – Legal Dimensions of Import Procedure – Customs Formalities for Imports – Warehousing of Imported goods – Exchange Control Provisions for Imports – Retirement of Export Documents.

UNIT 5 INSTITUTIONAL FRAMEWORK FOR EXPORTS AND IMPORTS 9

Overview of various export promotion schemes - Duty Drawback- Advance License - Remission Scheme - DEPB Scheme - Export Promotion Capital Goods Scheme - Diamond & Jewelry, Agricultural & Pharmaceutical product exports promotion scheme - Export of Principal Commodities in India - SEZ, EHTP,STP & EOU’s, Types of Export Houses – Deemed Exports – ASIDE – MAI & MDA – Star Export Houses – Town of Export Excellence – EPCG Scheme – Incentives for Exporters. Export Promotion Councils- Commodity Boards – FIEO – IIFT -- ITPO – ECGC – EXIM Bank.

TOTAL:45 hours

TEXT BOOKS:

1. Handbook of Import-Export Procedures – Ministry of Commerce, -, Government of India, New Delhi
2. Francis Cherunilam, International Business : Text and Cases (English) 5th Edition, PHI Learning Pvt Ltd, New Delhi

REFERENCE BOOKS:

1. Nabhi'S New Import Export Policy & Procedures Vol 2
2. EXIM Policy & Handbook of EXIM Procedure – Vol I & II
3. Mahajan M.I., Exports – Do it Yourself, Snow White Publications, New Delhi, 2015
4. Mahajan M.I., Import – Do it Yourself, Snow White Publications, New Delhi, 2015
5. Hill and Jain, International Business - SIE (English) 6th Edition, Tata Mcgraw Hill Education Private Limited

WEB REFERENCES:

- <http://dgft.gov.in/exim/2000/Guide%20to%20Exports.pdf>
<http://dgft.gov.in/exim/2000/FTPproc2015-20E.pdf>

PREREQUISITES: Functional Areas of Management

COURSE OBJECTIVES

1. Develop the technique to estimate the market potential for new product and learn how to build successful companies.
2. This course will equip the students to familiarize with the challenges in starting a new business.
3. Offer knowledge on the appropriate choice of business organisation
4. Emphasize collection and organization of the fundamental information necessary to prove the viability of your business idea
5. Articulate the factors to be considered to create a DPR

COURSE OUTCOMES

Upon successful completion of the course, students shall have ability to

1. Understand the components required for preparing a Business Plan.
2. Use the knowledge gained to evaluate the feasibility of a Project.
3. Use the knowledge gained to create a well written investment quality business plan attractive to the venture capitalists.
4. Create a detailed plan of new business on their own.
5. Develops the ability to evaluate the challenges in the environment and create a DPR

UNIT 1 FORMS OF ORGANISATION 9

Forms of business organization : Sole Proprietorship, Partnership Firm, Limited Liability Partnership (LLP), Private Limited Company, Public Limited Company

UNIT 2 PROCEDURE FOR STARTING AN ENTERPRISE 9

Procedure for starting a business enterprise - Procedures for startups - Open a Current Account - Permanent Account Number (PAN) -Apply for TAN - Service Tax - Customs Duty - Employee's Provident Fund - Excise Duty - Sales Tax - Employees State Insurance (ESI) Scheme -Shop and Establishment Act - Value Added Tax (VAT) & Sales Tax -Profession Tax -IPR

UNIT 3 BUSINESS PLAN 9

Executive Summary - Background Information :Current Status of Company, History of company, Profile of the management team - Marketing Plan: Product, Pricing, Distribution/Positioning, Demand Management, Promotion and Brand Development, User Experience - Operational Plan: Manufacturing Plan, Information and Communications Technology Plan, Team Building, Intellectual Property Plan- cost allocation model. Financial Plan: Current Financing- Funding Plan - Financial Forecasts- balance sheets, income statements, cash flow statements - Risk Analysis-Risk Evaluation: Market Risks, Operational Risks, Staffing Risks, Financing Risks, Managerial Risks, Regulatory Risks-Risk Management Plan

UNIT 4 PRELIMINARIES FOR DPR PREPARATION 9

Introduction to project: Promoters background/experience, Product with capacity to be built up and processes involved, Project location, Cost of the Project and Means of financing, Availability of utilities, Technical arrangements, Market Prospects and Selling arrangements, Environmental aspects, Profitability projections and Cash flows for the entire repayment period of financial assistance - Management Evaluation: Memorandum and Articles of Association , Company as the Promoter , New Promoters , Management and Organisation set up

UNIT 5 REPORTING FEASIBILITY STUDY 9

Technical Feasibility : Technology and manufacturing process, Location of the Project , Plant and Machinery , Raw material, Utilities and Manpower, Contracts , Project monitoring and implementation - Environmental Aspects - Commercial Viability -Financial Appraisal : Cost of the Project, Means of Financing , Profitability Projections - Economic Viability – Preparing the final DPR

TOTAL:45 hours

TEXT BOOKS:

1. Radjou, Navi, Jaideep Prabhu, and Simone Ahuja. Jugaad innovation: Think frugal, be flexible, and generate breakthrough growth. John Wiley & Sons, 2012.
2. Hal Shelton, The Secrets to Writing a Successful Business Plan: A Pro Shares a Step-By-Step Guide to Creating a Plan That Gets Results Paperback – Summit Valley Press, 2014

REFERENCE BOOKS:

1. Crawford, Charles Merle, and C. Anthony Di Benedetto. New products management. Tata McGraw-Hill Education, 1991.
2. Scarborough, Norman M. Essentials of entrepreneurship and small business management. Upper Saddle River, 2011.
3. Kumar, S. Anil. Entrepreneurship development. New Age International, 2008.
4. Gupta C. B, Srinivasan. N.P, Entrepreneurial Development, Sultan Chand and Sons, 2002
5. Brian Finch, How to write a business plan, Kogan Page, 2002

WEB REFERENCES:

<http://smallb.sidbi.in/%20/plan-new-entrepreneurship%20/guidelines-preparing-detailed-project-reportwww.circuitstoday.com>
<https://india.gov.in/detailed-project-report-dpr-preparation-toolkit>
<http://smallb.sidbi.in/sites/default/files/CorporatizationforMSMEs.pdf>

