

**PAAVAI ENGINEERING COLLEGE, NAMAKKAL – 637 018**

**(AUTONOMOUS)**

**MASTER OF BUSINESS ADMINISTRATION**

**REGULATION 2016**

**(CHOICE BASED CREDIT SYSTEM)**

**CURRICULUM**

**SEMESTER III**

<b>S.No</b>	<b>Course Code</b>	<b>Course Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
1	E1	Elective I	3	0	0	3
2	E2	Elective II	3	0	0	3
3	E3	Elective III	3	0	0	3
4	E4	Elective IV	3	0	0	3
5	E5	Elective V	3	0	0	3
6	E6	Elective VI	3	0	0	3
7	BA16301	Summer Project Report	0	0	4	2
8	BA16302	Social Development Laboratory	0	0	2	1

Note: Three electives from any two functional areas of the specialization are to be chosen by the students from the first five subjects of the corresponding electives.

**SEMESTER IV**

<b>S. No</b>	<b>Course Code</b>	<b>Course Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
1	BA16401	International Business Management	3	0	0	3
2	BA16402	Strategic Management	3	0	0	3
3	BA16403	Project Work	0	0	24	12

**LIST OF ELECTIVES**

<b>S.No</b>	<b>Course Code</b>	<b>Course Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>GENERAL MANAGEMENT ELECTIVES</b>						
1	BA16G01	Business Ethics and Corporate Governance	3	0	0	3
2	BA16G02	Event Management	3	0	0	3
3	BA16G03	Total Quality Management	3	0	0	3
4	BA16G04	Entrepreneurship Development	3	0	0	3
5	BA16G05	Project Management	3	0	0	3
6	BA16G06	Disaster Management	3	0	0	3
<b>MARKETING ELECTIVES</b>						
1	BA16M01	Integrated Marketing Communication	3	0	0	3
2	BA16M02	Services Marketing	3	0	0	3
3	BA16M03	Retail Management	3	0	0	3
4	BA16M04	Customer Relationship Management	3	0	0	3
5	BA16M05	Social Media Marketing	3	0	0	3
6	BA16M06	Rural Marketing	3	0	0	3
<b>FINANCE ELECTIVES</b>						
1	BA16F01	Security Analysis and Portfolio Management	3	0	0	3
2	BA16F02	Merchant Banking and Financial Services	3	0	0	3
3	BA16F03	Corporate Finance	3	0	0	3
4	BA16F04	Insurance and Risk Management	3	0	0	3
5	BA16F05	Micro Finance	3	0	0	3
6	BA16F06	International Trade Finance and Derivative Management	3	0	0	3
<b>HUMAN RESOURCE ELECTIVES</b>						
1	BA16H01	Managerial Behavior	3	0	0	3
2	BA16H02	Training and Development	3	0	0	3
3	BA16H03	Industrial Relations and Labour Welfare	3	0	0	3
4	BA16H04	Labour Legislation	3	0	0	3
5	BA16H05	Strategic Human Resource Management and Development	3	0	0	3
6	BA16H06	Reward and Compensation Management	3	0	0	3
<b>SYSTEMS ELECTIVES</b>						
1	BA16S01	Enterprise Resource Planning	3	0	0	3
2	BA16S02	Advanced Database Management Systems	3	0	0	3
3	BA16S03	Software Project and Quality Management	3	0	0	3
4	BA16S04	Knowledge Management System	3	0	0	3
5	BA16S05	M – Commerce	3	0	0	3
6	BA16S06	Cloud Computing	3	0	0	3

<b>PRODUCTION ELECTIVES</b>						
1	BA16P01	Supply Chain and Logistics Management	3	0	0	3
2	BA16P02	Process Management	3	0	0	3
3	BA16P03	Product Design	3	0	0	3
4	BA16P04	Service Operations Management	3	0	0	3
5	BA16P05	Materials Management	3	0	0	3
6	BA16P06	Maintenance Management	3	0	0	3

## GENERAL MANAGEMENT ELECTIVES

**BA16G01 BUSINESS ETHICS AND CORPORATE GOVERNANCE 3 0 0 3**

### COURSE OBJECTIVES

- To understand business ethics as part of ethics and its role in human development.
- To familiarize oneself with the theory and practice of managing ethics in organizations.
- To discuss the various functional areas of ethics in a corporate setup.
- To comprehend the importance of Corporate Social Responsibility in business excellence.
- To acquire knowledge with different approaches in Corporate Governance.

### **UNIT I INTRODUCTION 9**

Introduction to ethics – Definition of Ethics, Business Ethics– Nature, Characteristics and Needs, Ethical Practices in Management - Factors affecting business ethics-Theories of ethics.

### **UNIT II VIRTUE AND ETHICS 9**

Virtue, Virtue Ethics - Ethical dilemma, Ethical gap, Ethical leadership – Whistle blowing – Trade Secrets.

### **UNIT III BUSINESS 9**

Ethics in Finance, Ethics in Marketing, Ethics in HRD – Ethics and Business Strategy - Culture and Ethics – Ethical Values in different Cultures, Culture and Individual Ethics- Influence of Organizational Culture in and Research, Techno Economic Feasibility Assessment – Preparation of Preliminary Project Reports – Project Ethics – Ethics Committee – Ethical Audit

### **UNIT IV CORPORATE SOCIAL RESPONSIBILITY 9**

Corporate Social Responsibility – Social Audit – Ethics and Government – International Business Ethics- Stakeholder Theory Social Responsibilities of Business – Environmental Protection, Fair Trade Practices - Safeguarding Health and well being of Customers.

### **UNIT V CORPORATE GOVERNANCE 9**

Corporate Board--Attributes, Duties, Responsibilities, Liabilities- Shaping Directorial Competence and Board Effectiveness- Corporate Disclosure and Investor Protection-Corporate Board Committees- Globalization and Corporate Governance- Emerging Trends in Corporate Governance.

**TOTAL PERIODS 45**

### COURSE OUTCOMES

At the end of this course, students will be able to

- explain the Long-term benefits of adhering ethical codes.
- exhibit ethics in trade activities.
- apply ethics in various disciplines of an organization.
- identify the practical implications of corporate social responsibility.
- analyze effectively appropriate mechanism for effective governance on corporate management.

## **REFERENCES**

1. Mike Hodgins, Philip Shrives, *Business Ethics and Corporate Governance*, Custom Publishing, 2011.
2. Fernando A C, *Business Ethics and Corporate Governance*. Pearson Education, 2014
3. Sharma J P, *Corporate Governance, Business Ethics And CSR (With Case Studies and Major Corporate Scandals)*. ANE Books, 2016
4. D. Murray, *Ethics in Organizational*, Kogan Page Publishers, 2013.
5. 3. S. K. Chakraborty, *Values and Ethics in Organization*, Oxford University Press, 2012.

## **WEB LINKS**

1. [www.icmrindia.org](http://www.icmrindia.org)
2. [mbanotes.info/?lorem=business-ethics-and-corporate-governance](http://mbanotes.info/?lorem=business-ethics-and-corporate-governance)
3. [www.slideshare.net](http://www.slideshare.net)
4. <https://webservices.ignou.ac.in>

**COURSE OBJECTIVES**

- To imbibe knowledge and skills regarding management of events.
- To understand different ways of managing diverse events.
- To know about the methods of planning various events in an organization
- To acquire knowledge about logistics involved in managing and exhibition.
- To recognize the need and importance of sponsors in managing an event.

**UNIT I INTRODUCTION 9**

Designing - Corporate Events, Corporate Hospitality Ensuring ROI-Managing Customer Expectations-Types of Corporate Events-In-House vs. Event Management Companies- Corporate Event Packages- Staff Events, Customer Events Team Building, Menu and Wine Selection.

**UNIT II EVENT ACTIVITIES 9**

Charity Events and Award Ceremonies - Setting Fundraising Targets and Objectives- Working with Volunteers and Committees - Generating Goodwill and Media Exposure- Commissioning Celebrities- MCs and Entertainment – Outdoor Events, Concerts, Logistics, Types of Outdoor Events, Risk Management.

**UNIT III EVENT PLANNING 9**

Health and Safety Planning and Logistics- Marketing and Sponsorship- HR Management- Programming Charity Entertainment and Celebrity Events- Concerts, Launches, Fashion shows, National Festivals and High-Profile Events Liaisoning with Agents- Contract Negotiations- Client Briefings.

**UNIT IV EXHIBITION MANAGEMENT 9**

Types, Trade Shows vs. Consumer Shows- Running an Exhibition, Exhibiting a Show- Designing Exhibition Stands- Managing a Sales Team- Making the Most Out of Exhibiting- Event Logistics Sports Event Management- Creativity- Types of Sporting Hospitality- Logistics and Onsite Management Choosing Sporting Celebrities and Managing Expectations Paparazzi and Entourages- Onsite Staff Selection and Admissions Management

**UNIT V SPONSORSHIP MANAGEMENT 9**

Event Sponsorship Understand Sponsorship, Understand –Event Organizer, Event Partners, Event Associates, Event Sponsor, Importance of sponsorship –for event organizer, for sponsor, Type of Sponsorship, Making sponsorship database, making sponsorship proposal, Closing a sponsorship, Research of sponsorship, Converting sponsorship into partnership.

**TOTAL PERIODS 45****COURSE OUTCOMES**

At the end of this course, students will be able to

- comprehend technical knowledge in the field of Event Management effectively.
- describe sponsorship management.
- apply professional competence in organizing various events in general business management.
- develop manipulation skills in planning events for an organization.
- design and administer exhibitions and tradeshow.

## **REFERENCES**

1. Joe Goldblatt, Kathleen S. Nelson, The International Dictionary of Event Management. John Wiley & Sons, 2014.
2. Julia Rutherford Silvers, Professional Event Coordination. Wiley Desktop Editions, 2013
3. Lynn Van Der Wagen, Brenda R. Carlos, Event Management. Prentice Hall, 2014.
4. Diwakar Sharma, Event Planning & Management. Deep & Deep Publications, 2014.
5. Sita Ram Singh, Event Management. Aph Publishing Corporation, 2013.

## **WEB LINKS**

1. [www.slideshare.net](http://www.slideshare.net)
2. [www.wittenborg.eu/event-management-2012.html](http://www.wittenborg.eu/event-management-2012.html)
3. [www.irishrugby.ie/downloads/IRFU\\_Advisory\\_handbook.pdf](http://www.irishrugby.ie/downloads/IRFU_Advisory_handbook.pdf)
4. [www.eventeducation.com](http://www.eventeducation.com)

**COURSE OBJECTIVES**

- To know the fundamentals of quality management.
- To be familiar with the internal and external requirements of quality management.
- To understand the approaches and tools in total quality management.
- To describe the various techniques and applications in total quality management.
- To understand the significance of quality engineering in product design.

**UNIT I INTRODUCTION TO QUALITY MANAGEMENT 9**

Define Quality – Need for Quality, Evolution of Quality – Basic concepts of TQM – TQM framework, contribution of Deming, Juran and Crosby Masaaki Imai, Feigenbaum, Ishikawa, Taguchi, and Shingeo; Barriers of TQM.

**UNIT II EVENT ACTIVITIES 9**

Leadership, Strategic Quality planning, Quality Statement – Customer focus – customer orientation, customer and satisfaction, customer complaints, customer retention – employee involvement – motivation, empowerment, team teamwork, recognition and reward, performance appraisal – continuous process improvement – PDSA cycle, 5S, Kaizen and 8D methodology.

**UNIT III TQM TOOLS AND TECHNIQUES I 9**

Meaning and significance of Statistical Process Control (SPC) – construction of control charts for variables and attributes; Process Capability – meaning, significance and measurement ; Six-sigma concepts of Process Capability; Total Productive Maintenance (TPM) – relevance to TQM; Business Process Re-engineering (BPR) – Principles, applications, reengineering process, benefits and limitations.

**UNIT IV TQM TOOLS AND TECHNIQUES II 9**

Quality Function Deployment (QFD) – Benefits, Voice of customer, information organization, House of Quality (HOQ), building a HOQ, QFD process; FMEA – requirements of reliability, failure rate, stages, design, process and documentation; Quality Circle – Performance measures. Taguchi techniques – Introduction, loss function, (parameter and tolerance design, signal to noise ratio; Seven old (statistical) tools; Seven new management tools; Benchmarking and POKA YOKE.

**UNIT V QUALITY SYSTEMS 9**

Need for ISO 9000 – ISO 9000:2000 Quality Systems – Elements, Documentation, Quality Auditing – QS 9000 - ISO 14000 – concepts, requirements and benefits – case studies of TQM implementation in manufacturing and service sector including IT.

**TOTAL PERIODS 45****COURSE OUTCOMES**

At the end of this course, students will be able to

- explain the basic concepts of quality and their importance.
- identify the role of internal and external factors in ensuring quality in an organization.
- elaborate the different approaches in TQM.
- apply the tools and techniques in quality control and quality assurance.



- describe the scope of process management and product designs, its concepts and techniques.

#### **REFERENCES**

1. Dale H.Besterfield et al. First Indian Reprints. (2011). Total Quality Management. (3rd edition). New Delhi. Pearson Education.
2. Poornima M.Charantimath. First Indian Reprint (2011). Total Quality Management, New Delhi. Pearson Education
3. Suganthi L & Anand A.Samuel (2004). Total Quality Management, PHI Learning Pvt. Ltd.,
4. Sharma D.D. (2004). Total Quality Management - Principles, Practice and Cases, 2nd edition 2014, reprint 2011, Sultan Chand & Sons.
5. Shailendra Nigam (2013). Total Quality Management - An Integrated Approach, Excel Books India.

#### **WEB LINKS**

1. [www.thecqi.org](http://www.thecqi.org)
2. [www.totalqualitybuildingservices.com](http://www.totalqualitybuildingservices.com)
3. [www.searchcio.techtarget.com](http://www.searchcio.techtarget.com)

**COURSE OBJECTIVES**

- To acquire the knowledge about competencies required for an entrepreneur.
- To be familiar with the role of government and other agencies in promoting entrepreneurship.
- To discuss the various factors that has to be considered while preparing a business plan.
- To understand the channels and means of launching a small business
- To describe the techniques in managing a small business.

**UNIT I ENTREPRENEURIAL COMPETENCE 9**

Entrepreneurship concept – Entrepreneurship as a Career – Entrepreneurial personality characteristics of successful Entrepreneur – Knowledge and Skills of Entrepreneur.

**UNIT II ENTREPRENEURIAL ENVIRONMENT 9**

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

**UNIT III BUSINESS PLAN PREPARATION 9**

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

**UNIT IV LAUNCHING OF SMALL BUSINESS 9**

Finance and Human Resource Mobilization Operations Planning - Market and Channel Selection - Growth Strategies - Product Launching

**UNIT V MANAGEMENT OF SMALL BUSINESS 9**

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

**TOTAL PERIODS 45****COURSE OUTCOMES**

At the end of this course, students will be able to

- acquire skills necessary to become an entrepreneur.
- comprehend the support rendered by government and other agencies in entrepreneurship development.
- analyze and develop a business plan..
- identify the various factors to be considered for launching a small business.
- exhibit the skills required to manage small business

**REFERENCES**

1. Mathew Manimala. (2015). Entrepreneurship Theory at the Crossroads, Paradigms & Praxis, Biztrantra, 2nd Edition.
2. Prasanna Chandra (2013). Projects – Planning, Analysis, Selection, Implementation and Reviews, Tata McGraw-Hill.
3. P.C.Jain (2012). Handbook for New Entrepreneurs, EDII, Oxford University Press, New Delhi.

4. P.Saravanel (2013). Entrepreneurial Development, Ess Pee kay Publishing House, Chennai.
5. Poornima M. Charantimath. (2014). Entrepreneurship Development and Small Business Enterprises. Pearson publishers.

**WEB LINKS**

1. [www.ediindia.org](http://www.ediindia.org)
2. [www.ediindia.ac.in](http://www.ediindia.ac.in)
3. [www.isb.edu/wadhvani-centre-for-entrepreneurship-development](http://www.isb.edu/wadhvani-centre-for-entrepreneurship-development)
4. [www.iie.nic.in](http://www.iie.nic.in)
5. [www.nstedb.com](http://www.nstedb.com)

**COURSE OBJECTIVES**

- To be familiar with the basic concepts of managing projects.
- To understand the importance of planning and budgeting in project management.
- To identify the various approaches in scheduling and allocating resources
- To understand the need for controlling projects
- To describe the techniques involved in organizing projects and conflict management.

**UNIT I INTRODUCTION TO PROJECT MANAGEMENT 9**

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

**UNIT II PLANNING AND BUDGETING 9**

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

**UNIT III SCHEDULING & RESOURCE ALLOCATION 9**

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

**UNIT IV CONTROL AND COMPLETION 9**

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

**UNIT V PROJECT ORGANIZATION & CONFLICT MANAGEMENT 9**

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

**TOTAL PERIODS 45****COURSE OUTCOMES**

At the end of this course, students will be able to

- comprehend the basic concepts in underlying management of projects
- plan and formulate budget for project management
- apply project management principles in business situations to optimize utilization of resources and time.
- analyze the importance of controlling and completing projects
- develop skills required for organizing projects and managing conflicts

**REFERENCES**

1. Samuel J.Manteletal, Project Management–Core Textbook, First Indian Edition, Wiley India, 2012.
2. John M. Nicholas, Project Management for Business and Technology - Principles and Practice, Fifth Edition, Pearson Education, 2016.
3. Clifford Gray and Erik Larson, Project Management, Tata McGraw Hill 4<sup>th</sup> Edition, 2010
4. Gido and Clements, Successful Project Management, Second Edition, Thomson Learning, 2013.

5. John M. Nicholas and Herman Steyn, Project Management for Business, Engineering and Technology, Butterworth-Heinemann, 3<sup>rd</sup> Edition 2008.

**WEB LINKS**

1. [www.homepages.stmartin.edu/fac\\_staff/dstout/MEM612/lecture\\_notes.htm](http://www.homepages.stmartin.edu/fac_staff/dstout/MEM612/lecture_notes.htm)
2. [www.cs.toronto.edu/~sme/CSC444F/slides/L03-ProjectManagement.pdf](http://www.cs.toronto.edu/~sme/CSC444F/slides/L03-ProjectManagement.pdf)

**COURSE OBJECTIVES**

- To create awareness about the disaster preparedness
- To acquire knowledge on various applications of technology in disaster risk reduction
- To understand the ways and means of creating awareness for risk reduction
- To be familiar with various preparations to be done for developing a plan to disaster.
- To discuss about disasters that are caused by seismic waves, earthquakes and tsunamis.

**UNIT I INTRODUCTION 9**

Introduction – Disaster Preparedness – Goals and Objectives of ISDR Programme – Risk Identification – Risk Sharing – Disaster and Development: Development Plans and Disaster Management – Alternative to Dominant Approach – Disaster Development Linkages – Principle of Risk Partnership

**UNIT II APPLICATION OF TECHNOLOGY IN DISASTER RISK REDUCTION 9**

Application of Various Technologies: Data Bases – RDBMS – Management Information Systems – Decision Support System and Other Systems – Geographic Information Systems – Intranets and Extranets – Video Conferencing. Trigger Mechanism – Remote Sensing – An Insight – Contribution of Remote Sensing and GIS – Case Study

**UNIT III AWARENESS OF RISK REDUCTION 9**

Trigger Mechanism – Constitution of Trigger Mechanism – Risk Reduction by Education – Disaster Information. Network – Risk Reduction by Public Awareness

**UNIT IV DEVELOPMENT PLANNING ON DISASTER 9**

Implication of Development Planning – Financial Arrangements – Areas of Improvement – Disaster Preparedness – Community Based Disaster Management – Emergency Response

**UNIT V SEISMICITY 9**

Seismic Waves – Earthquakes and Faults – Measures of an Earthquake, Magnitude and Intensity – Ground Damage – Tsunamis and Earthquakes.

**TOTAL PERIODS 45****COURSE OUTCOMES**

At the end of this course, students will be able to

- apply the principles of disaster management & disaster preparedness at the time of emergencies.
- explain the recent developments of technology and its role in risk reduction
- create awareness for public regarding risk reduction
- comprehend the need for developing a plan during disaster.
- analyze the impact of seismic waves, earthquakes and tsunamis in disaster

**REFERENCES**

1. Narayan B (2013), Disaster Management, APH Publishing Corporation.
2. Anil Sinha, Disaster Management - Lessons Drawn and Strategies for Future. NIDM Publications
3. Murthy D B N (2013). Disaster Management - Text and Case Studies. Deep and Deep, New Delhi.
4. Amita sinvhal (2014). Understanding earthquake disasters, TMH.

5. Pardeep sahani, Alka Dhameja and Uma medury (2014). Disaster mitigation: Experiences and reflections, PHI.

**WEB LINKS**

1. [www.ndma.gov.in](http://www.ndma.gov.in)
2. [www.ndmindia.nic.in](http://www.ndmindia.nic.in)
3. [https://en.wikipedia.org/wiki/Emergency\\_management](https://en.wikipedia.org/wiki/Emergency_management)

## MARKETING ELECTIVES

BA16M01

INTEGRATED MARKETING COMMUNICATION

3 0 0 3

### COURSE OBJECTIVES

- To acquire knowledge about advertisement.
- To understand the process of choosing an right media for promotion.
- To develop an advertisement.
- To know the various sales promotion techniques used in marketing.
- To comprehend Public relation and Publicity tools.

### UNIT I INTRODUCTION 9

Concept – Definition – Functions of Advertisement – Social, Economic and Legal Implications of advertisements – setting advertisement objectives – Advertisement Agencies Types – Selection and Remuneration Leading Advertising Agencies in India.

### UNIT II ADVERTISEMENT MEDIA 9

Media Types Merits and Demerits Media choice criteria – Measuring Media Reach Frequency Cost– Media Strategy and Scheduling. Advertisement Types - Message Development – Layout – Appeal Copy – Advertisement production – Print Radio. T.V. and Web advertisements –Measuring impact of advertisements – case studies.

### UNIT III SALES PROMOTION 9

Definition – Objectives of sales promotion - Sales Promotion Techniques – Trade Oriented and Consumer Oriented. Sales Promotion – Requirement Identification – Designing of Sales Promotion Campaign

### UNIT IV PUBLIC RELATIONS 9

Meaning – Objectives – Scope - Functions Process of Public Relations - Advantages and Disadvantages of PR. PR Measuring the Effectiveness of PR - PR Tools and Techniques. PR and Media Relations, - PR consultancy: Pros and Cons.

### UNIT V PUBLICITY 9

Introduction – Meaning – Objectives - Tools – Scope of Publicity - Social Publicity – Web Publicity and Social Media – Publicity Campaigns.

**TOTAL PERIODS 45**

### COURSE OUTCOMES

At the end of this course, students will be able to

- analyze various promotion tools used in business.
- develop skills for process of choosing media.
- design and develop advertisement.
- use of various sales promotion techniques in marketing.
- carry out a PR programme.



## **REFERENCES**

1. George E Belchand Michel A Belch, Advertising & Promotion ,Tata McGraw Hill, 9<sup>th</sup> edition, 2015.
2. Wells, Moriarty & Burnett, Advertising, Principles & Practice, Pearson Education 10<sup>th</sup> Edition, 2014.
3. Kenneth Clow. Donald Baack, Integrated Advertisements, Promotion and Marketing communication, Prentice Hall of India, New Delhi, 2013
4. S. H. H. Kazmi and Satish K Batra, Advertising & Sales Promotion, Excel Books, New Delhi,2014
5. E.Betch and Michael, Advertising and Promotion, McGraw Hill, 2013

## **WEB LINKS**

1. [www.ndma.gov.in](http://www.ndma.gov.in)
2. [www.ndmindia.nic.in](http://www.ndmindia.nic.in)
3. [https://en.wikipedia.org/wiki/Emergency\\_management](https://en.wikipedia.org/wiki/Emergency_management)

**COURSE OBJECTIVES**

- To understanding the services marketing mix.
- To get insight knowledge in the current issues involving customer service expectations.
- To know the customer defined service standards.
- To analyze the strategies for managing the employee, customers and intermediaries in Service Organization.
- To understand the strategies for matching demand and capacity.

**UNIT I INTRODUCTION TO SERVICES 9**

Meaning of Services - Differences between goods v/s services, the services marketing mix, the gap model of service quality. Consumer behavior in services: Search, Experience & credence properties.

**UNIT II CUSTOMER EXPECTATIONS OF SERVICES 9**

Customer Expectations of services. Meaning and types of services expectations, Factors that influence customer expectation, Model of customer service expectation, Current issues involving customer service expectations, Customer Perception, customer satisfaction, service quality, service encounters.

**UNIT III SERVICE STANDARDS 9**

Customer defined service standards – Factors necessary for appropriate service standards, customer defined service standards, Process of developing customer defined service standards, Physical evidence and service-scape: Physical evidence, types of service-scape, role of service-scape, framework for understanding service-scape.

**UNIT IV SERVICE DELIVERY 9**

Delivering and performing service, Employee's role in service delivery – The critical importance of service employees, Boundary – Spanning roles, Strategies for closing GAP 3. The importance of customers in service delivery, Customer's roles, Self-service technology, Strategies for enhancing customer participation, delivering service through intermediaries and electronic channels.

**UNIT V DEMAND & CAPACITY 9**

Managing Demand & Capacity – Lack of Inventory Capability, understanding demand patterns, strategies for matching capacity and demand, waiting line strategies. The need for co-ordination in marketing communication – Four categories of strategies to match service promises with delivery, exceeding customer expectations.

**TOTAL PERIODS 45****COURSE OUTCOMES**

At the end of this course, students will be able to

- demonstrate the extended services marketing mix.
- comprehend current issues involving customer service expectations.
- exhibit the customer defined service standards
- analyze and synthesize strategies for managing the employee, customers and intermediaries in Service Organization.
- explain in the strategies for matching Supply and demand.

## **REFERENCES**

1. Services Marketing: Integrating Customer Focus Across the Firm. Valarie A Zeithmal, Mary Jo Bitner, Dwayne Gremler – TMH, 6/e, 2013
2. Services Marketing, R.Srinivasan – PHI Learning, 4/e, 2014
3. Services Marketing: People, Technology, Strategy. Christopher Lovelock, Jochen Wirtz – Pearson, 7/e, 2011.
4. Services Marketing, Rajendra Nargundkar – TMH, 6/e, 2014
5. Services Marketing, Kenneth E Clow, David L Kurtz – Biztantra, 7/e, 2014
6. Essentials of Services Marketing: Concepts, Strategies and Cases, K Douglas Hoffman, John E G Bateson – Thomson, 4/e, 2012

## **WEB LINKS**

1. [www.akhimbanotes.hpage.in/service\\_marketing\\_7043831.html](http://www.akhimbanotes.hpage.in/service_marketing_7043831.html)
2. [www.slideshare.net/kuttanacs4/services-marketing-notes](http://www.slideshare.net/kuttanacs4/services-marketing-notes)
3. [www.enotesmba.com](http://www.enotesmba.com)

**COURSE OBJECTIVES**

- To learn the retail business development in India as well as the globe.
- To acquire knowledge about various retail store formats and its business styles.
- To decide right retail location and developing atmosphere.
- To understand various skills regarding retail merchandise.
- To comprehend the retail shoppers behavior.

**UNIT I INTRODUCTION 9**

An overview of Global Retailing – Challenges and opportunities – Retail trends in India – Socio economic and technological Influences on retail management – Government of India policy implications on retails.

**UNIT II RETAIL FORMATS 9**

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

**UNIT III RETAILING DECISIONS 9**

Choice of retail locations - internal and external atmospherics – Positioning of retail shops – Building retail store. Image - Retail service quality management – Retail Supply Chain Management – Retail Pricing Decisions Merchandising and category management – buying.

**UNIT IV RETAIL SHOP MANAGEMENT 9**

Visual Merchandise Management – Space Management – Retail Inventory Management – Retail store brands – Retail Management Information Systems - Online retail – Emerging trends.

**UNIT V RETAIL SHOPPER BEHAVIOUR 9**

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

**TOTAL PERIODS 45****COURSE OUTCOMES**

At the end of this course, students will be able to

- explain about retail trends in India.
- analyze a store location and store internal environment management.
- develop skills regarding retail store merchandise management.
- develops a retail brand.
- decide to act upon retail shoppers' behavior.

**REFERENCES**

1. Swapna Pradhan, Retail Management -Text and Cases, Tata McGraw Hill 3rd Edition, 2010.
2. Chetan Bajaj, Rajnish Tow and Nidhi V. Srivatsava, Retail Management, Oxford University Press, 2012.
3. Michael Havy ,Baston, Aweitz and Ajay Pandit, Retail Management, Tata Mcgraw Hill, 6<sup>th</sup> Edition, 2014.
4. Ogden, Integrated Retail Management, Biztantra, India, 2014.

5. Patrick M. Dunne and Robert F Lusch, Retailing, Thomson Learning, 6<sup>th</sup> Edition 2016.

**WEB LINKS**

1. [www.managementstudyguide.com](http://www.managementstudyguide.com)
2. [www.elearnca.com](http://www.elearnca.com)
3. [www.marketingforum.com](http://www.marketingforum.com)

**COURSE OBJECTIVES**

- To understand the fundamentals of customer relationship management (CRM).
- To emphasize CRM retention and development strategies.
- To impart knowledge in customer portfolio management and customer experience management.
- To develop skills in managing networks for CRM.
- To learn the organizational issues of CRM.

**UNIT I FUNDAMENTALS OF CRM 9**

Introduction, Strategic CRM, Operational CRM, Analytical CRM, Collaborative CRM, Misunderstandings about CRM, Defining CRM, CRM constituencies, Commercial and not-for-profit context of CRM, Models of CRM.

**UNIT II CUSTOMER RETENTION AND DEVELOPMENT 9**

Customer retention - Managing Customer Retention or Value Retention - Economics of Customer Retention, Which Customers to retain? Strategies of Customer Retention, Positive Customer Retention Strategies, KPI for a Customer Retention programme, Strategies for Customer Development, Strategies for terminating Customer Relationships.

**UNIT III CUSTOMER PORTFOLIO MANAGEMENT AND CUSTOMER EXPERIENCE MANAGEMENT 9**

Portfolio – Customer – Basic disciplines for CPM – CPM in the B2B Context - Customer Experience - Experiential Marketing Strategies and Tactics, Customer Experience and the role of CRM.

**UNIT IV MANAGING NETWORKS FOR CRM 9**

Network - Business Networks, Network Position, Concept of Focalfirm, Business Networks and CRM, Supplier Networks, Distribution Networks, Management of Networks, Supplier Relationships, Product Development, Supplier Accreditation Programmes, Process Alignment, E Procurement, Partners in Value Creation, Alliance between non-competing firms, Alliance between competing firms, Benchmarking Partners, Customer Advocacy groups, Sponsors, Partners in Value Delivery.

**UNIT V ORGANIZATIONAL ISSUES AND CRM 9**

Organizational roles and CRM, Strategic goals of CRM, Conventional customer management structures, Network and Virtual organizations, Person-to-person contacts, Key Account Management, Team Selling, Employees and Internal Marketing, Empowerment, Employee Relationship Management.

**TOTAL PERIODS 45****COURSE OUTCOMES**

At the end of this course, students will be able to

- explain the concepts of customer relationship management.
- use the strategic customer retention and development strategies in CRM.
- exhibit knowledge in customer portfolio management and customer experience management.
- develop their skills in managing networks for CRM.
- analyze and synthesize the organizational issues of CRM.

## REFERENCES

1. Customer Relationship Management: Concepts and Technologies by Francis Buttle, 2<sup>nd</sup> Edition, Butterworth Heinemann, Elsevier Relationship Management – Text and Cases, S. Shajahan, TMGH, 2009.
2. Handbook of Relationship Marketing by Jagdish N. Sheth and Atul Parvatiyar, Response Books, Sage Publications, 2014, 1/e.
3. Customer Relationship Management – Perspectives from the Marketplace by Simon Knox, Stan Maklan, Adrian Payne, Joe Peppard and Lynette Ryals, Elsevier.
4. Total Relationship Management by Evert Gummesson, Elsevier, 2008, 3/e.
5. Understanding CRM, Seema Girdhar, Excel Books, 2010

## WEB LINKS

1. [www.vutube.edu.pk/.../customer-relationship-management-mgt610-vu-l..](http://www.vutube.edu.pk/.../customer-relationship-management-mgt610-vu-l..)
2. [www.slideshare.net/dimpenift/crmlecture-11](http://www.slideshare.net/dimpenift/crmlecture-11)

**COURSE OBJECTIVES**

- To impart the knowledge related to Social Media Marketing.
- To understand the impact of Social Media Marketing by providing insights into social analytics, metrics, and measurements.
- To enable students to use twitter and face book for customer attraction and retention.
- To acquire knowledge to use blogs for customer development.
- To use Google analytic for measuring website effectiveness.

**UNIT I INTRODUCTION 9**

Introduction Social Media and Communication Mix – Benefits & Challenges – Social Media and Customer Engagement – ROC – New Role of Customers – The Social Business Eco system – Integrating Social Media with Overall Market efforts – Developing Social Media Marketing plan.

**UNIT II DIGITAL MEDIA 9**

Digital Media Mix Blogs, Podcasts, Vlogs – Blog – Create a Podcast – Producing the Videocast – Measuring Blogging, Podcasting, Vlogging Metrics.

**UNIT III TWITTER NETWORKING 9**

Twitter – Communing with Like Minded People – Twitter applications – Using Twitter with Other Social Media Marketing – Measuring Twitter Metrics.

**UNIT IV NETWORKING MAJOR MEDIAS 9**

Facebook Features – Analyzing Facebook Metrics – LinkedIn – Linked in Nuts and Bolts – maximizing LinkedIn – Measuring the Results – Other Social Media Marketing Sites – Ning – Measuring Ning results – Myspace – Marketing off Myspace – Flickr – Measuring the Flickr results – Maximizing Stratified Social Communities.

**UNIT V SOCIAL MEDIA EFFECTIVENESS 9**

Digital Media Analytics and Measurements Social Analytics – Quantitative Measurement – web analytics – Business Analytics – Delving into Date – Planning the Measurement Strategy – Started with Google Analytics.

**TOTAL PERIODS 45****COURSE OUTCOMES**

At the end of this course, students will be able to

- use social media for marketing firms' product and service.
- develop skills in web marketing management.
- develop functional skills to analyze digital media.
- take decisions concerning appropriate digital media mix.
- analyze the effectiveness of an website in term of customer visit.

**REFERENCES**

1. Dave Evans and Jake Mckee, "Social Media Marketing – The Next Generation of Business Engagement", Wiley India pvt. Ltd, New Delhi, 2011.
2. Jan Zimmerman and Doug Sahlin, "Social Media marketing for Dummies", Wiley India Pvt.Ltd, New Delhi, 2012.



3. Perry Marshall, Thomas Melloche, “Ultimate Guide to Facebook Advertising”, Tata McGraw Hill, New Delhi, 2011.
4. Liana “Li”Evans, “Social Media Marketing – Strategies for Engaging Facebook, Twitter and other Social media”, Pearson Education, New Delhi, 2011.
5. Matt bailey, “Internet Marketing”, Wiley India Pvt. Ltd, New Delhi, 2012.

#### **WEB LINKS**

1. [www.quara.com](http://www.quara.com)
2. [www.tutorialpoint.co](http://www.tutorialpoint.co)
3. [www.udemy.com](http://www.udemy.com)

**COURSE OBJECTIVES**

- To understand the fundamentals of rural marketing.
- To emphasize on rural consumer behavior
- To impart knowledge in targeting, segmentation and positioning
- To develop skills in product and pricing strategy.
- To learn the distribution strategy and financial services

**UNIT I INTRODUCTION 9**

Rural Marketing – Introduction, concepts and scope – Rural marketing: The new discipline – Nature of rural markets – Attractiveness of rural market – Rural Vs Urban marketing – Rural marketing environment – Rural Marketing in India

**UNIT II RURAL CONSUMER BEHAVIOR 9**

Introduction – Consumer buying behavior models – Factors affecting consumer behavior – Characteristics of rural consumer – Consumer buying process – Brand loyalty

**UNIT III TARGETING, SEGMENTATION AND POSITIONING 9**

Introduction – Segmentation – Degrees of Segmentation – Basis of segmentation and approaches to rural-segmentation – Targeting - Evaluation and selection of segments , Coverage of segments. Positioning Identifying, selecting, developing and communicating

**UNIT IV PRODUCT and PRICING STRATEGY 9**

Introduction – Marketing mix challenges – Product concepts and classification – Rural product categories – New-product development – Consumer adoption process – Product life cycle – Product mix– Rural packaging Pricing objectives, Pricing strategies and Market – Entry strategies

**UNIT V DISTRIBUTION STRATEGY AND FINANCIAL SERVICES 9**

Introduction – Accessing Rural markets: Coverage status in rural markets – Channels of Distribution – Evolution of Rural Distribution Systems – Prevalent Rural Distribution Models – Emerging Distribution Models – Financial services – Introduction – Need for Credit, Consumer finance for durables, Sources of credit, Innovation credit delivery systems.

**TOTAL PERIODS 45****COURSE OUTCOMES**

At the end of this course, students will be able to

- explain the concepts of Rural Marketing.
- comprehend the Distribution strategy and Financial Services
- analyze the Rural Consumer behavior
- exhibit knowledge in Targeting, Segmentation and Positioning
- develop their skills in Product and Pricing Strategy
- understand the Distribution strategy and Financial Services

## **REFERENCES**

1. Pradeep Kashya and Siddhartha Raut, “ The Rural Marketing Book” Biztantra, 2015
2. C.S.G Krishnamacharyulu and Lalitha Ramakrishnan, “Rural Marketing- Text and Cases” Pearson Education, 2014
3. Rural Marketing: Indian Perspective By Awadhesh Kumar Singh Satyaprakash pandey New age publishers , 2013
4. A Textbook on Rural Consumer Behaviour in India: A Study of FMCGs By Dr. A Sarangapani
5. New Perspectives on Rural Marketing: Includes Agricultural Marketing By Ramkishen Y.

## **WEB LINKS**

1. [www.ruralmarketing.org](http://www.ruralmarketing.org)
2. [www.ibef.org](http://www.ibef.org)
3. [www.businessjargons.com/rural](http://www.businessjargons.com/rural)



## **REFERENCES**

1. Donald E.Fischer & Ronald J.Jordan, Security Analysis & Portfolio Management, PHI Learning., New Delhi, 6th edition, 2008.
2. P.Pandian ,Security Analysis and Portfolio Management, Vikas Publication House Pvt Limited,2nd Edition 2009.
3. Prasannachandra, Investment analysis and Portfolio Management, Tata McGraw Hill, 4th Edition 2012.
4. Reilly & Brown, Investment Analysis and Portfolio Management, Cengage Learning, 10th edition, 2012.
5. M.Ranganatham/R.Madhumitha, Security Analysis and Portfolio Management, Pearson Publication, Second Edition , 2010

## **WEB LINKS**

1. [www.sebi.gov.in](http://www.sebi.gov.in)
2. [www.bseindia.com](http://www.bseindia.com)
3. [www.nseindia.com](http://www.nseindia.com)

**COURSE OBJECTIVES**

- To know the concepts of Merchant Banking.
- To Understand Various Issues
- To study the services of rating.
- To comprehend the concepts of loans.
- To learn the concepts of fund based services.

**UNIT I MERCHANT BANKING 9**

Introduction – An Over view of Indian Financial System – Merchant Banking in India – Recent and Developments and Challenges ahead – Institutional Structure – Functions of Merchant Bank – Legal Regulatory Framework – Relevant Provisions of Companies Act- SERA- SEBI guidelines- FEMA, etc Relation with Stock Exchanges and OTCEI

**UNIT II ISSUE MANAGEMENT 9**

Role of Merchant Banker in Appraisal of Projects, Designing Capital Structure and Instruments – Issue, Pricing – Book Building – Preparation of Prospectus Selection of Bankers, Advertising Consultants etc. - Role of Registrars–Bankers to the Issue, Underwriters, and Brokers. – Offer for Sale- Green Shoe Option – E-IPO, Private Placement – Bought out Deals – Placement with FIs, MFs, FIIs etc. Off - Shore Issues. – Issue Marketing – Advertising Strategies – NRI Marketing – Post Issue Activities.

**UNIT III OTHER FEE BASED SERVICES 9**

Mergers and Acquisitions – Portfolio Management Services – Credit Syndication – Credit Rating – Mutual Funds - Business Valuation.

**UNIT IV FUND BASED FINANCIAL SERVICES 9**

Leasing and Hire Purchasing – Basics of Leasing and Hire purchasing – Financial Evaluation.

**UNIT V OTHER FUND BASED FINANCIAL SERVICES 9**

Consumer Credit – Credit Cards – Real Estate Financing – Bills Discounting – factoring and Forfeiting– Venture Capital

**TOTAL PERIODS 45****COURSE OUTCOMES**

At the end of this course, students will be able to

- explain the concepts of Merchant Banking.
- analyze various issues
- implement the services of rating.
- elaborate the concepts of loans.
- interpret the concepts of fund based services

## **REFERENCES**

1. M.Y.Khan, Financial Services, Tata McGraw-Hill, 13<sup>th</sup> Edition, 2012
2. Machiraju, Indian Financial System, Vikas Publishing House, 8<sup>nd</sup> Edition, 2012
3. Nalini Prava Tripathy, Financial Services, PHI Learning, 2008.
4. J.C.Verma, A Manual of Merchant Banking, Bharath Publishing House, New Delhi,
5. Varshney P.N. & Mittal D.K., Indian Financial System, Sultan Chand & Sons, New Delhi
6. Sasidharan, Financial Services and System, Tata McGraw Hill, New Delhi, 5<sup>st</sup> Edition, 2010.

## **WEB LINKS**

1. [www.sebi.gov.in](http://www.sebi.gov.in)
2. [www.rbi.org.in](http://www.rbi.org.in)

**COURSE OBJECTIVES**

- To understand the financial markets and its processes.
- To learn the techniques for determining the intrinsic value of securities.
- To discover the complex interaction between the economy and the financial markets
- To study about the Financing Decision.
- To know the concepts of Corporate Governance.

**UNIT I INTRODUCTION 9**

Corporate finance – Meaning, Financial Market and the corporation- Debenture Financing - from SEBI- Various sources of Finance – International Corporate Finance – Foreign Exchange market and Exchange Rate – Purchasing Power Parity- Interest Rate Parity, Unbiased Forward Rates Guideline– International Fisher Effect

**UNIT II SOURCES OF FINANCE AND MARKET EFFICIENCY 9**

Sources of finance – short-term and long term - Cost of capital - Financial and Operating leverage, capital structure theories and policy - Test of efficient hypothesis- classical mark anomalies - behavioral finance.

**UNIT III 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 IV FINANCING DECISION 9**

Simulation and financing decision - cash inadequacy and cash insolvency- determining the probability - of cash insolvency- Financing decision in the Context of option pricing model and agency costs- Inter dependence of investment - financing and Dividend decisions.

**UNIT V CORPORATE GOVERNANCE 9**

Corporate Governance - SEBI Guidelines- Corporate Disasters and Ethics- Corporate Social Responsibility- Stakeholders and Ethics- Ethics, Managers and Professionalism

**TOTAL PERIODS 45****COURSE OUTCOMES**

At the end of this course, students will be able to

- apply the mathematics of portfolios in industrial finance.
- use the extensions of the working capital finance
- explain the characteristics of derivative assets
- comprehend the financing decision
- elaborate the concepts of Corporate Governance

**REFERENCES**

1. David Hiller, Stephen A Ross, Westerfield, Corporate Finance, Mc Graw-Hill Higher Education, 2013.
2. Richard A.Brealey, StewartC.Myers and Mohanthy, Principles of Corporate Finance, Tata McGraw Hill, 10<sup>th</sup> Edition, 2012.



3. Jonathan Berk, Peter DeMarzo, David Stangeland, Corporate Finance, Third Canadian Edition, Pearson Education, 2014
4. Stephen A.Ross, Randolph W.Westerfield, Bradford D.Jordan, Funadamental of Corporate Finance, Tata McGraw- Hill Publishing Company ltd, Eighth Edition 2012.
5. Damondaran, A .,Applied corporate Finance, Third Edition, Wiley, 2012.
6. I.M.Pandey, Financial Management, Vikas Publishing House Pvt., Ltd., 12<sup>th</sup> Edition, 2012.

#### **WEB LINKS**

1. [www.sebi.gov.in](http://www.sebi.gov.in).
2. <https://www.mtholyoke.edu/courses/sgabriel/215.html>
3. <https://handbook.unimelb.edu.au/CSCView?year=2011&code=FNCE90042>

**COURSE OBJECTIVES**

- To know overview of risk management.
- To study the concept of risk management techniques
- To acquire knowledge in Insurance.
- To know the overview of life Insurance
- To understand the information in legal points of general insurance.

**UNIT I INTRODUCTION TO RISK MANAGEMENT 9**

Risk - Types of Risk – Risk Management- Objectives, Risk Management Process- Risk Management Guidelines’ and Responsibilities- levels of Risk Management, Value of Risk Management

**UNIT II RISK AVERSION & MANAGEMENT TECHNIQUES 9**

Risk Identification - Risk Avoidance – Loss Control – Risk retention – Risk transfer – Pooling and diversification of risk.

**UNIT III INTRODUCTION TO INSURANCE 9**

Definition and Basic Characteristics of Insurance- Insurable Risk - Insurance vs. Gambling Insurance vs. Hedging-Types of Insurance - Insurance Contracts - Indian Insurance Industry - History, Insurance sector Reforms in India-Liberalization of Insurance Markets-Major players of Insurance – Insurance Act 1938- Licensing of insurance agents- reinsurance -IRDA-Duties and powers of IRDA-IRDA Act 1999- registration of insurance companies and protection of policyholders interest

**UNIT IV LIFE INSURANCE 9**

Basics of Life Insurance-Growth of Actuarial Science-Features of Life Insurance-Life Insurance - Contract - Life Insurance Documents-Insurance Premium Calculations.-Life Insurance Classification Underwriting-Principles of Underwriting, Underwriting in Life Insurance, Underwriting in nonlife Insurance – Claims Management - Insurance Pricing - Insurance Marketing

**UNIT V GENERAL INSURANCE 9**

Introduction to General Insurance- Historical framework of General Insurance in India- Industry structure- Issue in General Insurance Business. Fire Insurance-essentials of Fire Insurance, Fire Insurance Coverage. Health Insurance- Current Scenario, Health Insurance Schemes, Micro Health Insurance in India – Concept of Property Insurance- Corporate Insurance – Crop Insurance

**TOTAL PERIODS 45****COURSE OUTCOMES**

At the end of this course, students will be able to

- comprehend the overview of risk management.
- explain the concept of risk management techniques
- apply knowledge in Insurance.
- demonstrate knowledge in life insurance
- analyze the legal points of general insurance

## REFERENCES

1. R.K.Gupta, “ Insurance and Risk Management”, Himalaya Publishing House, New Delhi , 2nd Edition, 2016
2. George E.Rejda , Micheal J. McNamara,’Principles of Risk Management and Insurance, Pearson, 13<sup>th</sup> Edision , 2017
3. Trieschman, Hoyt, Sommer, ‘Risk management and Insurance, Cengage Learning, 12th Edition, 2016.
4. Guillaume Gorge, Insurance Risk Management and Reinsurance, Bibllotheque Nationale-Paris, 2016.
5. Thomas E.Rynard, Insurance and Risk Management for State and Local Governments, LexixNexis, 2016.
6. Harrington and Niehaus, ‘Risk management and Insurance, Tata McGraw Hill Publishing, New Delhi, 2nd Edition, 2007.

## WEB LINKS

1. [www.irmi.com](http://www.irmi.com)
2. [www.irda.org.in](http://www.irda.org.in)
3. [www.hdfc.in](http://www.hdfc.in)

**COURSE OBJECTIVES**

- To understand the concepts of micro finance
- To study about the overview of financial and operational evaluation.
- To know the various evaluation methods in micro Finance.
- To acquire knowledge in various issues and trends in Indian Micro Finance.
- To study the concepts of micro finance scheme by RBI

**UNIT I MARKETAND IMPACT ANALYSIS 9**

Microfinance – Suppliers of Financial Intermediation Services – Interest Rate Policies – Government Mandates for Sectoral Credit Allocations – Legal Enforcement of Financial Contracts – Objectives of the Microfinance Institution – Direct and Indirect Targeting – Types of Micro enterprises – Impact Analysis – Methods of Impact Assessment, qualitative approaches, quantitative approaches, comparisons, integrating Methodologies

**UNIT II PRODUCTS AND SERVICES 9**

Financial Intermediation – Credit - Savings – Insurance – Credit Cards and Smart Cards – Payment Services – Social Services.

**UNIT III DESIGNING FINANCIAL PRODUCTS AND SERVICES 9**

Cash Patterns, Loan Terms, and Payment Frequency – Client Cash Patterns and Loan Amounts – Loan Collateral – Loan Pricing – Calculating Effective Rates – Demand for Savings Services – Legal Requirements for Offering Voluntary Savings Services – Types of savings Product for Micro entrepreneurs – Liquid Accounts – Semi liquid Accounts – Fixed - Term Deposits.

**UNIT IV MANAGEMENT INFORMATION SYSTEMS 9**

Areas of Management Information Systems – Accounting Systems – Credit and Savings Monitoring Systems – Client Impact Tracking Systems – Testing – Data Transfer.

**UNIT V MEASURINGPERFORMANCEANDPERFORMANCE INDICATORS 9**

Accounting Adjustments – Adjusting for Subsidies and Inflation – Portfolio Quality – Productivity & and Efficiency Ratios, financial viability, profitability ratios – Leverage and Capital Adequacy – Performance Management, delinquency management, productivity and efficiency management – Risk Management

**TOTAL PERIODS 45****COURSE OUTCOMES**

At the end of this course, students will be able to

- exhibit the concepts of mf
- analyze in financial and operational evaluation
- interpret the various evaluation methods in MF.
- apply the concepts of various issues and trends in IMF
- evaluate the concept of micro finance schemes by RBI.

## REFERENCES

1. The New Microfinance Handbook: A Financial Market System Perspective, edited by Joanna Ledgerwood with Juile Earne and Candace Nelson, the World Bank , 2013
2. Beatriz Armendariz , Jonathan Morduch , The Economics of Microfinance, MIT Press London, 2010
3. Isabelle Guérin, Solène Morvant-Roux, Magdalena Villarreal, Micro Finance, Debt and over indebttness, Routledge,2013
4. Seethapathi K., Sivaram Y.G. and Rama Krishna Rao, Financial Intermediation: Innovations and Practices, 2<sup>nd</sup> edition, Icfai University Press, Hyderabad, 2011.
5. Indian Institute of Banking and Finance, Micro finance: Perspectives and Operations, Macmillan India Limited, 2011.

## WEB LINKS

1. [www.rbi.org.in/Scripts/FAQView.aspx?Id=102](http://www.rbi.org.in/Scripts/FAQView.aspx?Id=102)
2. [www.mfinindia.org](http://www.mfinindia.org)

**COURSE OBJECTIVES**

- To know the concepts of international trade.
- To understand the importance of documentation done for exports and imports
- To familiarize them in financing of foreign trade in India.
- To acquire knowledge in derivative management.
- To learn the concept of contract and option

**UNIT I INTERNATIONAL TRADE 9**

International Trade – Meaning and Benefits – Basis of International Trade – Foreign Trade and Economic growth – Balance of Trade – Balance of Payment – Current Trends in India – Barriers to International Trade – WTO – Indian EXIM Policy

**UNIT II EXIM FINANCE AND FOREX MANAGEMENT 9**

Special need for Finance in International Trade – INCO Terms (FOB, CIF, etc.,) – Payment Terms – EXIM Bank – ECGC and its schemes – Import Licensing – Financing methods for import of Capital goods Foreign Exchange Markets – Tools for hedging against Exchange rate variations – Forward Futures and Currency options – FEMA – Determination of Foreign Exchange rate and Forecasting

**UNIT III DERIVATIVE MANAGEMENT 9**

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

**UNIT IV FUTURES CONTRACT, OPTION AND SWAP 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, Option Definition- Types – Option pricing models – difference between option and futures. Definition – Interest rate calculation in SWAPS

**UNIT V DERIVATIVES IN INDIA 9**

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

**TOTAL PERIODS 45****COURSE OUTCOMES**

At the end of this course, students will be able to

- comprehend in international trade.
- explain about documentation of EXIM.
- exhibit the Concepts of foreign Trade in India
- apply knowledge about Derivative Management.
- analyze and use the concept of Contract and Option

**REFERENCES**

1. John.C.Hull, Options, Futures and other Derivative Securities', PHI Learning, 11th Edition, 2013
2. Keith Redhead, 'Financial Derivatives – An Introduction to Futures, Forwards, Options and SWAPs', – PHI Learning, 2012.
3. Stulz, Risk Management and Derivatives, Cengage Learning, 3rd Edition, 2014
4. Varma, Derivatives and Risk Management, 2nd Edition, 2011.
5. David Dubofsky – 'Option and Financial Futures – Valuation and Uses, McGraw Hill International Edition
6. S.L.Gupta, Financial Derivatives- Theory, Concepts and Practice, Prentice Hall of India, 2014

**WEB LINKS**

1. [www.sebi.gov.in](http://www.sebi.gov.in)
2. [www.bseindia.com](http://www.bseindia.com)
3. [www.nseindia.com](http://www.nseindia.com)





3. Amanda E. Raja, K. P. Rao & N. V. R. Prabhu, Managerial Behaviour and Effectiveness, Excel Books, 2010.
4. Campbell & John Paul, Managerial behavior, performance, and effectiveness, McGraw-Hill, 1970.
5. Peter Drucker, Management, Harper Row, 2005.
6. Milkovich and Newman, Compensation, McGraw-Hill International, 2005.
7. Blanchard and Thacker, Effective Training Systems, Strategies and Practices, Pearson 2006.

#### **WEB LINKS**

1. <http://ms-01-ignou.blogspot.in/2010/09/explain-various-types-of-managerial.html>
2. <http://www.managementstudyguide.com/management-style.htm>
3. [https://en.wikipedia.org/wiki/Design\\_management](https://en.wikipedia.org/wiki/Design_management)
4. [http://www.ccl.org/wp-content/uploads/2015/04/ccl\\_managerialeffectiveness.pdf](http://www.ccl.org/wp-content/uploads/2015/04/ccl_managerialeffectiveness.pdf)

**COURSE OBJECTIVES**

- To acquire knowledge about basic concepts in Training.
- To learn the various aspects in designing a Training Programme.
- To describe the steps in Training Process.
- To develop the ability to implement and evaluate a Training Programme.
- To understand various issues in Management Development.

**UNIT I INTRODUCTION AND ANALYSIS OF TRAINING NEEDS 9**

Introduction – Definition – Training and Development - Scope of Training - How Training Benefits the Organization - Current and Future Trends in Training - Organizational Analysis: Task, Person, Requirement Analysis, Methods and Techniques of Training Need Assessment, Training Needs Assessment Process.

**UNIT II TRAINING DESIGN AND LEARNING 9**

Important considerations while Designing a Training Programme – Budgeting for Training – Types of costs – Factors influencing Transfer of Training – Conditions of Practice – Outcomes of Design – Learning Principles - Elements of Learning Process - Kolb's Learning Cycle

**UNIT III TRAINING PROCESS AND METHODS 9**

Designing the Training Programme – Key factors - Training Implementation - Training Policy and Plan - Training Method – Definition – Classification of Training Methods.

**UNIT IV IMPLEMENTATION AND EVALUATION OF TRAINING 9**

Logistical and Physical Arrangements – Tips for Trainers for Effective Implementation – Evaluation – Objectives - Types of Evaluation Instruments - Training Audit – Objectives and benefits – Suggestions for Making Training Effective.

**UNIT V MANAGEMENT DEVELOPMENT 9**

The need & importance of Management Development - Sources of knowledge and skills - Training for Executive Level Management – Succession Planning – Steps and Advantages

**TOTAL PERIODS 45****COURSE OUTCOMES**

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

- elaborate knowledge about Training and its benefits.
- design and develop a Training Programme.
- understand the key factors in designing a Training Programme.
- develop the ability in implementing and evaluating a Training Programme.
- exhibit their skills in developing Managers.

**REFERENCES**

1. Dipak Kumar Bhattacharyya, Training and Development - Theories and Applications, 1st Edition, Sage Publications Pvt. Ltd, 2015.
2. Rolf P.Lynton and Uday Pareek, Training for Development, 3rd Edition, Sage India Publications, 2011.

3. Dr.B.Janakiram, Training & Development, Biztantra, New Delhi, 2008.
4. Raymond A Noe, Employee Training & Development, 4<sup>th</sup> Edition, TATA McGraw-Hill Publishing, New Delhi, 2008.
5. Irwin L. Goldstein, Training Organizations: Needs Assessment, Development, and Evaluation, 4th Edition, Wadsworth, 2002.
6. Steven A. Beebe, Timothy P. Mottet, K. David Roach, Training and Development: Enhancing Communication and Leadership Skills Paperback, Pearson, 2003.

#### **WEB LINKS**

1. [https://en.wikipedia.org/wiki/Training\\_and\\_development](https://en.wikipedia.org/wiki/Training_and_development)
2. <http://www.managementstudyguide.com/training-and-development.htm>
3. <http://iupindia.in/711/HRM%20Review/Training%20Practices%20in%20Indian%20Organizations.pdf>

**COURSE OBJECTIVES**

- To understand the basic concepts and issues related to Industrial Relations.
- To describe about Trade Union and Dispute Settlement Machinery.
- To discuss about the concept of Labour Welfare and the facilities offered under welfare measures.
- To create an awareness about Collective Bargaining and its functions.
- To provide an overview about Worker's Participation and its implications.

**UNIT I INDUSTRIAL RELATIONS AND TRADE UNION 9**

Industrial Relations : Concept, Importance and Scope, Evolution, Factors affecting Industrial Relations, Approaches to IR, Pre-requisites for Successful Industrial Relations – Industrial Relations Policy : National Commission on Labour and Industrial Relations Policy - ILO : Structure and Functions. Trade Union: Concept, Functions, Trade Union Act, 1926, Essentials for success of a Trade Union

**UNIT II INDUSTRIAL CONFLICTS 9**

Disputes: Impact, Causes - Strikes: Types, Prevention of Strikes - Dispute Settlement Machinery: Conciliation, Conciliation Officer and Conciliation Board, Conciliation Procedure – Arbitration: Concept, Types, Qualification of Arbitrator, Procedure – Adjudication: Three tier system, Procedure for settlement of disputes.

**UNIT III LABOUR WELFARE 9**

Labour Welfare: Concept, Importance, Approaches, Scope – Labour Welfare Facilities under Welfare Funds – Labour Welfare Officer: Duties - Worker's Education: Concept, Objectives, Workers Education in India.

**UNIT IV COLLECTIVE BARGAINING 9**

Collective Bargaining: Concept, Features, Importance, Principles of Collective Bargaining, Forms of Collective Bargaining – Process of Negotiation during Bargaining.

**UNIT V WORKER'S PARTICIPATION IN MANAGEMENT 9**

Worker's Participation in Management – Concept, Objective – Forms of participation – Levels of participation – Evaluation of Worker's Participation in Management Scheme – Conditions necessary for effective working of the scheme

**TOTAL PERIODS 45****COURSE OUTCOMES**

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

- acquire knowledge on various aspects of Industrial Relations.
- have a broad understanding about implications of Worker's Participation in management.
- understand the functions of Trade Union and Dispute Settlement Machinery.
- become familiar with legal principles governing Welfare of employees.
- understand the features and forms of Collective Bargaining.

## REFERENCES

1. Mamoria C.B, Satish Mamoria & Subba Rao P, Dynamics of Industrial Relations, Himalaya Publishing House, 16<sup>th</sup> Edition, Mumbai, 2016.
2. Sarma A. M, Aspects of Labour Welfare and Social Security, Himalaya Publishing House, 12<sup>th</sup> Edition, Mumbai, 2015.
3. Arun Monappa, Ranjeet Nambudiri, & Patturaja Selvaraj, Industrial Relations and Labour Laws, Tata McGraw Hill, 2<sup>nd</sup> Edition, New Delhi, 2015.
4. Srivastava S.C, Industrial Relations and Labour laws, Vikas, 6<sup>th</sup> Edition, New Delhi, 2012.
5. Ratna Sen, Industrial Relations in India, Shifting Paradigms, Macmillan India Ltd., New Delhi, 2007.
6. Nandhakumar B, Industrial Relations, Labour Welfare and Labour Laws, VNI, 2014.

## WEB LINKS

1. [https://en.wikipedia.org/wiki/Industrial\\_relations](https://en.wikipedia.org/wiki/Industrial_relations)
2. <http://www.yourarticlelibrary.com/personnel-management/labour-welfare-activities/labour-welfare-concept-purpose-and-measures-industrial-relations/69299/>
3. <http://www.yourarticlelibrary.com/industries/industrial-relations-in-india-an-overview/35426/>
4. <http://www.yourarticlelibrary.com/personnel-management/labour-welfare-agencies/top-4-labour-welfare-agencies-of-india/74198/>
5. <http://planningcommission.nic.in/plans/planrel/fiveyr/9th/vol2/v2c3-11.htm>

**COURSE OBJECTIVES**

- To introduce the students to Factories Act and Industrial Disputes Act.
- To discuss the regulations in Employee Provident Fund Act and Trade Union Act.
- To understand the provisions in Payment of Wages Act and Employee State Insurance Act.
- To impart knowledge about Payment of Bonus Act and Payment of Gratuity Act.
- To know about the salient features of Workmen Compensation Act, Maternity Benefit Act and Apprentice Act.

**UNIT I FACTORIES ACT 9**

Factories Act, 1948: Object, Scope, Approval, Licensing and Registration of Factories, Inspectors, Provisions - regarding Health, Safety and Welfare, Penalties and Procedures, Obligations of the Employers and Employees  
Industrial Dispute Act, 1947: Object, Authorities – Conciliation, Arbitration and Adjudication, Regulation of Strikes and Lockouts, Law relating to Layoff, Retrenchment and Closure

**UNIT II INDUSTRIAL EMPLOYMENT ACT 9**

Industrial Employment (Standing Order) Act, 1946: Object, Establishments covered, Procedure for Certification of Standing Order, Operation, Certifying Officers, Offences and Penalties - Employee Provident Fund & Miscellaneous Act, 1952: Object, Scope, Eligibility, Benefits, Contribution by employer and employee, Employees' Pension Scheme, Benefit to nominee of employee - Trade Union Act, 1926: Object, Procedure for obtaining Registration, Registered Trade Union - Duties and Liabilities, Rights and Privileges, Dissolution.

**UNIT III PAYMENT OF WAGES ACT 9**

Payment of Wages Act, 1936: Object and Scope, Meaning of Wages, Wage period, Wage Payment, Mode of, Payment, Deductions Permissible, Rights of Employers and Employees - Minimum Wages Act, 1948: Object and Scope, Fixation and Revision of Minimum Rates of wages, Payment of Minimum Rates of Wages, Wages for Over-Time, Authorities, Penalties - Employee State Insurance Act, 1948: Employees State Insurance Corporation (ESIC), Applicability of ESI Scheme, Contribution to ESIC Fund, Contribution period and Benefit period .Benefits to employees covered under ESI Act.

**UNIT IV PAYMENT OF BONUS AND GRATUITY ACT 9**

Payment of Bonus Act, 1965: Meaning of Bonus, Scope and Application, Eligibility for Bonus, Payment of Minimum and Maximum Bonus, Time limit for Payment of Bonus, Deductions, Penalty for Offences – Payment Gratuity Act, 1972: Meaning of Gratuity, Employers liable under the scheme, Employees eligible for gratuity Amount of gratuity payable, Maximum Gratuity Payable.

**UNIT V WORKMEN COMPENSATION AND APPRENTICE ACT 9**

Workmen Compensation Act, 1923: Purpose, Category of workmen covered under this act, Employee, Contribution, Liability of employer, Other obligations of employers - Maternity Benefit Act, 1961: Applicability, Eligibility, Benefits, Employers Obligations, Obligations of a Woman Employee, Powers of the Inspectors / Authorities, Contravention & Penalties - The Apprentice Act, 1961: Definition Qualifications of Apprentice, Contract of apprenticeship, Obligations of Employers and apprentices Payment to apprentices, Health, safety and welfare of apprentices, Hours of work, overtime, leave and holidays, Settlement of disputes

**COURSE OUTCOMES**

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

- acquire knowledge about the provisions in Factories Act and Industrial Disputes Act.
- understand the regulations in Employee Provident Fund Act and Trade Union Act.
- recognize the features of Payment of Wages Act and Employee State Insurance Act.
- become familiar with Payment of Bonus Act and Payment of Gratuity Act.
- understand the regulations in Workmen Compensation Act, Maternity Benefit Act and Apprentice Act

**REFERENCES**

1. Mamoria C.B, Satish Mamoria & Subba Rao P, Dynamics of Industrial Relations, Himalaya Publishing House, 16<sup>th</sup> Edition, Mumbai, 2016.
2. P.K.Padhi, Labour and Industrial Law, PHI Learning, 2012.
3. ND Kapoor, Handbook of Industrial Law, Sultan Chand & Sons, 2011.
4. Srivastava S.C, Industrial Relations and Labour laws, Vikas, 6<sup>th</sup> Edition, New Delhi, 2012.
5. Arun Monappa, Ranjeet Nambudiri, & Patturaja Selvaraj, Industrial Relations and Labour Laws, Tata McGraw Hill, 2<sup>nd</sup> Edition, New Delhi, 2015.

**WEB LINKS**

1. <http://www.labour.nic.in/industrial-relations>
2. [https://en.wikipedia.org/wiki/Indian\\_labour\\_law](https://en.wikipedia.org/wiki/Indian_labour_law)
3. <http://www.paycheck.in/main/labour-law-india/amendments-and-notifications>

**COURSE OBJECTIVES**

- To understand the basic postulates in SHRM.
- To impart knowledge about the steps in formulating corporate strategies.
- To discuss about HR Planning and designing Work Systems
- To create awareness about Strategic HR Functions
- To learn the HR issues in Global Assignments

**UNIT I INTRODUCTION TO SHRM 9**

SHRM – Introduction – Nature of SHRM – An investment perspective of Human Resource Management – Valuation of Assets - Measuring Human Capital - HR Issues and Challenges related to Technology – Ethical Behavior - Workforce Demographic Changes and Diversity

**UNIT II STRATEGIC MANAGEMENT PROCESS 9**

Models of Strategy - Process of Strategic Management – Corporate Strategies – Business Unit Strategies - Strategic HR Versus Traditional HR- Barriers to Strategic HR.

**UNIT III PLANNING AND DESIGNING WORK SYSTEMS 9**

Objectives of Human Resource Planning - Types of Planning - Design and Redesign of Work Systems – Mergers and Acquisitions - Understanding Change and Managing change

**UNIT IV IMPLEMENTATION OF SHRM 9**

Staffing – Recruiting – Selection – Training and Development - Planning and Strategizing Training - Performance Management – Use of the System – Who Evaluates – What to Evaluate – How to Evaluate – Measures of Evaluation – Compensation – Legal issues in Compensation – Executive Compensation - Labor Relations – Why employees unionize – Collective Bargaining – Employee Separation – Reduction in workforce – Turnover – Retirement

**UNIT V GLOBAL HUMAN RESOURCE MANAGEMENT 9**

International HRM Versus Domestic HRM - Strategic HR Issues in Global Assignments – Repatriation – Approaches to Strategic Human Resource Management.

**TOTAL PERIODS 45**

**COURSE OUTCOMES**

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

- acquire knowledge about SHRM and the challenges related to it.
- develop corporate strategies
- exhibit their ability in Planning and Designing Work Systems.
- develop qualities of a Strategic HR Manager
- acquire knowledge about HR responses to Global Challenges



## REFERENCES

1. Jeffrey A.Mello, Strategic Human Resource Management, South-Western College Publishing, 4<sup>th</sup> Edition, 2014.
2. Michael Armstrong, Armstrong's Handbook of Strategic HRM, 5<sup>th</sup> Edition, Kogan Page Publishers, New Delhi, 2011
3. Tanuja Agarwala, Strategic Human Resource Management, Oxford Publications, 2007.
4. Randall.S. Schuler and Susan E. Jackson, Strategic Human Resource Management, Wiley Blackwell Publishing, 2007.
5. Pulak Das, Strategic Human Resource Management: A Resource Driven Perspective, 1st Edition, Cengage Learning India, 2011.

## WEB LINKS

1. [https://en.wikipedia.org/wiki/Strategic\\_human\\_resource\\_planning](https://en.wikipedia.org/wiki/Strategic_human_resource_planning)
2. <http://www.yourarticlelibrary.com/hrm/strategic-human-resource-management-meaning-benefits-and-other-details-hrm/35236/>
3. <http://www.managementstudyguide.com/strategic-human-resource-management.htm>

**COURSE OBJECTIVES**

- To impart knowledge about basic concepts in Employee Compensation.
- To describe the methods of Job Analysis and Job Evaluation.
- To understand the various techniques in determining pay.
- To discuss about Pay Design and different components of Executive Compensation
- To learn the key components of International Compensation

**UNIT I INTRODUCTION TO COMPENSATION MANAGEMENT 9**

Introduction – Types of Compensation – Common terms used in Compensation – Reward – Concept – Macro and Micro Theories – New trends in Compensation Management

**UNIT II DETERMINING PAY STRUCTURE 9**

Job Analysis: Introduction, Job Description and Job Specification, Methods of Job Analysis, Process of Planning Job Analysis – Job Evaluation: Objectives, Methods of Job Evaluation

**UNIT III DETERMINING INDIVIDUAL PAY 9**

Performance Related Pay: Objectives, Individual performance related pay, Team Performance related pay – Person Based Compensation: Skill based pay, competency based pay

**UNIT IV PAY DESIGN AND EXECUTIVE COMPENSATION 9**

Pay Design: Introduction, Designing pay structure, Components of pay structure in India – Executive Compensation: Principal Agent Theory and Executive Compensation, Components of Executive Compensation, Suggestion to make an Executive Compensation

**UNIT V INTERNATIONAL COMPENSATION MANAGEMENT 9**

Introduction – Forms of Compensation and factors that influence Compensation Policy, Objectives and Key Components of International Compensation, Compensation practices of different countries, Global Compensation: Emerging issues

**TOTAL PERIODS 45****COURSE OUTCOMES**

At the end of this course, students will be able to

- comprehend various aspects of Employee Compensation.
- analyze and evaluate job.
- develop the ability to determine compensation for employees.
- understand the components of Pay Structure and Executive Compensation.
- acquire knowledge about HR issues in International Compensation

**REFERENCES**

1. Mousumi S.Bhattacharya & Nilanjan Sengupta, Compensation Management, Excel Books, 2012.
2. B.D.Singh, Compensation and Reward Management, Excel Books, 2012
3. Biswanath Ghosh, Compensation and Reward Management, Sterling Publishers, 2012.
4. George Milkovich, Jerry Newman and Barry Gerhart, Compensation, 12th Edition, McGraw-Hill

Education, 2016.

5. Lance Berger and Dorothy Berger, *The Compensation Handbook, Sixth Edition: A State-of-the-Art Guide to Compensation Strategy and Design*, 6th Edition, McGraw-Hill Education, 2015.

**WEB LINKS**

1. [https://en.wikipedia.org/wiki/Compensation\\_of\\_employees](https://en.wikipedia.org/wiki/Compensation_of_employees)
2. <https://www.bls.gov/news.release/pdf/ecec.pdf>
3. <http://www.abss.k12.nc.us/cms/lib02/NC01001905>

## SYSTEM ELECTIVES

BA16S01

ENTERPRISE RESOURCE PLANNING

3 0 0 3

### COURSE OBJECTIVES

- To learn the risks and benefits of implementing ERP in an organization.
- To know the ERP solution and its various modules.
- To acquire knowledge about implementation of ERP solution.
- To understand the latest development in the area of Enterprise Resource Planning.
- To learn about various ERP vendors

#### UNIT I INTRODUCTION

9

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

#### UNIT II ERP FUNCTIONAL MODULES

9

Overview of ERP software solutions - ERP Modules – Finance – Manufacturing (Production) – Human Resource – Plant Maintenance – Materials Management – Quality Management –Sales and Distribution.

#### UNIT III ERP IMPLEMENTATION

9

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

#### UNIT IV POST IMPLEMENTATION

9

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

#### UNIT V EMERGING TRENDS ON ERP

9

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

**TOTAL PERIODS 45**

### COURSE OUTCOMES

At the end of this course, students will be able to

- explain ERP implementation process.
- analyze various functional modules of ERP.
- ability to identify the ERP implementation constraints.
- knowledge about organization business process system.
- awareness of recent development in ERP.

### REFERENCES

1. Sinha P. Magal and Jeffery Word, Essentials of Business Process and Information System, Wiley India, 2014.
2. Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill, 2012.
3. Alexis Leon, Enterprise Resource Planning, 4th edition, Tata McGraw-Hill, 2014.
4. Mahadeo Jaiswal and Ganesh Vanapalli, ERP Macmillan India, 2010.
5. Vinod Kumar Grag and N.K. Venkitakrishnan, ERP- Concepts and Practice, Prentice Hall of India, 2016.

**WEB LINKS**

1. [www.manasbharwaj.net](http://www.manasbharwaj.net)
2. [www.iqms.com](http://www.iqms.com)
3. [www.acaemicstutorial.com](http://www.acaemicstutorial.com)

**COURSE OBJECTIVES**

- To study the constraints of relational databases.
- To understand the database design and normalization techniques.
- To standardize the query language and its various versions.
- To understand the Importance of backup and recovery techniques.
- To develop the database system to handle the real world problems.

**UNIT I INTRODUCTION 9**

DBMS Models - Multimedia Databases, Parallel Databases, embedded, web, spatial, temporal databases, Virtualization, Active Databases - Embedded databases - Web databases.

**UNIT II DATABASE IMPLEMENTATION 9**

Deductive Databases Data log and Recursion- Evaluation of Data log program- Recursive queries with negation. Query Processing and Optimization: Valuation of Relational Operations-Transformation of Relational Expressions- Indexing and Query Optimization.

**UNIT III DISTRIBUTED DATABASES 9**

Distributed Databases – Queries – Optimization Access Strategies – Distributed Transactions. Management - Concurrency Control – Reliability.

**UNIT IV OBJECT ORIENTED DATABASES 9**

Object Oriented Concepts – Data Object Models –Object Oriented Databases – Issues in OODBMS – Object Oriented Relational Databases – Object Definition Languages – Object Query Languages.

**UNIT V EMERGING TRENDS 9**

Data Mining – Data warehousing – Star, Snowflake, Fact Constellation; open source database systems, Scripting Language, JDBC, ODBC.

**TOTAL PERIODS 45****COURSE OUTCOMES**

At the end of this course, students will be able to

- identify the limiting factors of relational database.
- use various database design techniques.
- set a standard Query Language in an organization.
- capable to backup firm's database and retrieve.
- design database system to handle the typical organizational issues.

**REFERENCES**

1. Peter Rob, Carlos Coronel, Database System and Design, Implementation and Management, 9 th edition, Cengage Learning.
2. Ramez Elmasri and Shamkant B. Navethe, Fundamentals of Database Systems, 6th, Pearson Education, 2014.
3. Jeffrey A Hoffer et al, Modern Database Management, 10th Edition, Pearson Education, 2012.

4. Abraham Silberchatz, Henry F. Korth and S.Sudarsan, Database System Concepts, 7th Edition, McGraw- Hill,2015
5. Thomas M. Connolly and Carolyn E. Begg, Database Systems – A Practical Approach to Design, implementation and Management, 5<sup>th</sup> edition, Pearson Education, 2013.

**WEB LINKS**

1. [www.elearning –forum.com](http://www.elearning-forum.com)
2. [www.massey.ac.nz](http://www.massey.ac.nz)
3. [www.mysql.com](http://www.mysql.com)

**COURSE OBJECTIVES**

- To acquire knowledge about systematic software development techniques
- To decompose large problems into smaller logically coherent pieces.
- To familiar the students with structured analysis and design, and object oriented design
- To understand the different approaches to software quality assurance.
- To study the use and functions of the quality management system.

**UNIT I SOFTWARE PROJECT CONCEPT 9**

Introduction Definition of software development - Concept of a software product and the attributes of well engineered software- Generic view of software development- Software Product, resources, quality and cost.

**UNIT II SOFTWARE PLANNING & DEVELOPMENT 9**

Defining the Problem - Developing solution strategy - Planning Development Process - Various Models – Planning Activities. Software Design - Fundamental Design Concepts - Models and Modularization criteria Design Notations- Design Techniques.

**UNIT III PROJECT ESTIMATION 9**

Software Effort Estimation Effort estimation techniques-Expert -Estimation by analogy- Delphi technique- Algorithmic methods; Top-down and bottom-up estimation-Function point analysis. SOFTWARE Cost Estimation - Cost factors- Cost estimation Techniques.

**UNIT IV SOFTWARE QUALITY OVERVIEW 9**

Concepts of Software Quality - Quality Attributes, Software Quality Control and Software Quality Assurance - Evolution of SQA - Major SQA activities - Zero defect Software - SQA Techniques.

**UNIT V QUALITY MANAGEMENT SYSTEM 9**

Software Metrics - Software Economics - Function Point analysis- Software Reliability Software Auditing.

**TOTAL PERIODS 45****COURSE OUTCOMES**

At the end of this course, students will be able to

- identify the different software development techniques followed in Industry.
- analyze a complex problem into a solvable project program.
- explain structured analysis and design, and object oriented design of an organization functions.
- assess and audit the quality and reliability of a software project.
- decide a quality management system for software project.

**REFERENCES**

1. Schwalbe, H. (2014). IT Project Management (5th edn.), Cengage Learning : India.
2. Jalote, P. (2012). Software Project Management in Practice (3rd edn.), Pearson Education Asia : India.
3. Gillies, J. (2015). Software Quality: Theory & Practice (3 Edition), Cengage Learning : India.
4. Daniel Galin, G. (2013). Soft Ware Quality Assurance (3<sup>rd</sup> Edition.), Addison Wesley Publication Co Inc.
5. Gopaldaswamy, R. (2013). Managing Global Software Projects (4th Edition), Tata McGraw-Hill : India.



## **WEB LINKS**

1. [www.udemy.com](http://www.udemy.com)
2. [www.projectsart.com](http://www.projectsart.com)
3. [www.resourcesworkfront.com](http://www.resourcesworkfront.com)

**COURSE OBJECTIVES**

- To know the basics in knowledge Management.
- To understand models in knowledge management.
- To comprehend the strategy and metrics of knowledge management.
- To acquire knowledge about techniques of knowledge management in an organization.
- To learn the leadership skills in knowledge management.

**UNIT I INTRODUCTION 9**

Knowledge management theory and practice, Major approaches to KM cycle, Zack, Bukowitz and Williams, McElroy, Wiig, Integrated cycle.

**UNIT II KNOWLEDGE MANAGEMENT MODELS 9**

Major theoretical KM models, Von Krogh and Ros, Nonaka and Takeuchi, Choo sense-making KM model, Wiig model, Boisot I-space, Complex Adaptive System models, Tacit and Explicit knowledge capture.

**UNIT III KM TOOLS STRATEGY AND METRICS 9**

KM capture and creation tools, Sharing and Dissemination tools, Acquisition and Application tools, KM strategy, Knowledge audit, Gap analysis, KM metrics, Benchmarking, Balanced scorecard, House of Quality method.

**UNIT IV KM IN ORGANIZATION 9**

Organizational culture, Organizational maturity models, KM team, Ethics of KM, future challenges for KM, Research issues, Knowledge application at individual, group and organizational levels, Knowledge reuse, Knowledge repositories.

**UNIT V KNOWLEDGE LEADERSHIP 9**

Knowledge Leadership styles, Knowledge alignment with business strategies, Pragmatic knowledge development, balancing knowledge and business management systems, constructing knowledge infrastructure.

**TOTAL PERIODS 45****COURSE OUTCOMES**

At the end of this course, students will be able to

- understand the basics of knowledge management.
- explain the models in knowledge management.
- implement the strategies and metrics in knowledge management.
- apply the techniques of knowledge management.
- acquire knowledge in the leadership skills in knowledge management.

**REFERENCES**

1. Review of Knowledge Management in Theory and Practice by Kimiz Dalkir, Elsevier Butterworth Heinemann 2010.
2. Sudhir Warier, Knowledge Management, Vikas Publishing House, 2009
3. Elias M Awad, Hassan Ghaziri, Knowledge Management, Pearson Education, 2008, 2/e.
4. KamalVijayan, Information and Knowledge Management, McMillan India, 2011

5. Rathan Reddy, Knowledge Management - Himalaya Publishing House, 2009.

**WEB LINKS**

1. <http://knowmgt.blogspot.com>
2. <http://www.knowledge-management-online.com>
3. <http://books.google.com>

**COURSE OBJECTIVES**

- To understand the business models for e-commerce.
- To acquire knowledge about types of mobile commerce services.
- To learn the technology in mobile commerce.
- To know the theory and applications of M-commerce in business domain.
- To understand the business-to-business mobile E-Commerce.

**UNIT I ELECTRONIC COMMERCE 9**

Introduction - The e-commerce environment - The e-commerce marketplace - Focus on portals, Location of trading in the marketplace - Commercial arrangement for transactions - Focus on auctions - Business models for e-commerce - Revenue models - Focus on internet start-up companies - the dot-com - E-commerce versus E-Business

**UNIT II MOBILE COMMERCE 9**

Introduction – Infrastructure of M- Commerce – Types of Mobile Commerce Services – Technologies of Wireless Business – Benefits and Limitations, Support, Mobile Marketing & Advertisement, Non- Internet Applications In M- Commerce – Wireless / Wired Commerce Comparisons

**UNIT III MOBILE COMMERCE: TECHNOLOGY 9**

A Framework for The Study of Mobile Commerce – NTT Docomo’s I- Mode – Wireless Devices for Mobile Commerce – Towards A Classification Framework for Mobile Location Based Services – Wireless Personal and Local Area Networks –The Impact of Technology Advances on Strategy Formulation in Mobile Communications Networks

**UNIT IV MOBILE COMMERCE: THEORY AND APPLICATIONS 9**

The Ecology of Mobile Commerce – The Wireless Application Protocol – Mobile Business Services – Mobile Portal – Factors Influencing the Adoption of Mobile Gaming Services – Mobile Data Technologies and Small Business Adoption and Diffusion – M-Commerce in The Automotive Industry– Location- Based Services: Criteria for Adoption and Solution Deployment – The Role of Mobile Advertising in Building a Brand – M-Commerce Business Models.

**UNIT V BUSINESS- TO- BUSINESS MOBILE E-COMMERCE 9**

Enterprise Enablement – Email and Messaging – Field Force Automation (Insurance, Real Estate, Maintenance, Healthcare) – Field Sales Support (Content Access, Inventory) – Asset Tracking and Maintenance/Management – Remote IT Support –Customer Retention (B2C Services, Financial, Special Deals) – Warehouse Automation – Security.

**TOTAL PERIODS 45****COURSE OUTCOMES**

At the end of this course, students will be able to

- apply business models for e-commerce.
- familiar with the types of mobile commerce services

- acquire knowledge in mobile communications technology.
- understand the theory and applications of M-commerce in business domain
- develop the business-to-business mobile E-Commerce

#### **REFERENCES**

1. Dave Chaffey, “E-Business and E-Commerce Management”, Pearson Education Third Edition, 2009.
2. Brian E. Mennecke, Troy J. Strader, “Mobile Commerce: Technology, Theory and Applications”, Idea Group Inc., IGI press, 2003.
3. P. J. Louis, “M-Commerce Crash Course”, McGraw- Hill Companies February 2001.
4. Paul May, “Mobile Commerce: Opportunities, Applications, and Technologies of Wireless Business” Cambridge University Press March 2001.
5. Michael P. Papazoglou, Peter M.A. Ribbers, ‘E-Business Organizational and Technical Foundation’, Wiley India 2009

#### **WEB LINKS**

1. [en.wikipedia.org/wiki/Mobile\\_commerce](http://en.wikipedia.org/wiki/Mobile_commerce)
2. <http://searchmobilecomputing.techtarget.com/definition/m-commerce>
3. <https://www.internetretailer.com/mobile-commerce>

**COURSE OBJECTIVES**

- To understand basics of cloud computing for business management.
- To acquire knowledge about implementation and control of cloud computing.
- To learn the importance of cloud computing for managers.
- To know the various applications of cloud services.
- To comprehend virtual office management.

**UNIT I INTRODUCTION 9**

Introduction to Cloud Computing, Evolution - Cloud Computing, Hardware, Internet and Software, Building Virtualization, Web Services on Cloud, Infrastructure-as-a-Service, Platform-as-a-Service, Software-as-a-Service, Cloud Network.

**UNIT II IMPLEMENTATION AND CONTROL 9**

Privacy and its relation to Cloud-based Information Systems, Security in the Cloud, Common Standards in the Cloud, End-User Access to the Cloud Computing, legal and ethical dimensions.

**UNIT III CLOUD COMPUTING FOR MANAGERS 9**

Centralizing Email Communications – Collaborating on Schedules, To-Do Lists, Contact Lists – online Community development – online collaboration tools for projects – Cloud Computing for business.

**UNIT IV APPLICATIONS OF CLOUD SERVICES 9**

Applications – Online Planning and Task Management - Event Management – CRM - Cloud service development tools - word processing, databases, storing and file sharing on cloud.

**UNIT V VIRTUAL OFFICE MANAGEMENT 9**

Web-based communication tools –Web Mail Services –Web Conference Tools –Social Networks and Groupware – collaborating via blogs and Wikis; IBM, Amazon Ec2, Google Apps for Business, Salesforce.com, Ramco-On-Demand

**TOTAL PERIODS 45****COURSE OUTCOMES**

At the end of this course, students will be able to

- apply the basics of cloud computing for business management.
- implement and control of cloud computing.
- explain the importance of cloud computing for managers.
- use the various applications of cloud services.
- develop the virtual office management.

## REFERENCES

1. John W. Rittinghouse and James F. Ransome, “Cloud Computing Implementation, Management and Security”, 2010, CRC Press, Taylor & Francis Group, Boca Raton London New York.
2. Kumar Saurahb, Cloud Computing – Insights into new era infrastructure, Wiley India, 2<sup>nd</sup> Edition, 2012
3. Michael Miller, Cloud Computing: Web-Based Applications That Change the Way You Work and Collaborate Online, Que Publishing, 2009
4. Haley Beard, Cloud Computing Best Practices for Managing and Measuring Processes for On-demand Computing, Applications and Data Centers in the Cloud with SLAs, Emereo Pty Limited, July 2008.
5. Alfredo Mendoza, “Utility Computing Technologies, Standards, and Strategies”, Artech House INC, 2007

## WEB LINKS

1. [https://en.wikipedia.org/wiki/Cloud\\_computing](https://en.wikipedia.org/wiki/Cloud_computing)
2. [www.thbs.com/downloads/Cloud-Computing-Overview.pdf](http://www.thbs.com/downloads/Cloud-Computing-Overview.pdf) · PDF file
3. [www.tutorialspoint.com/cloud\\_computing/cloud\\_computing\\_tutori...](http://www.tutorialspoint.com/cloud_computing/cloud_computing_tutori...) · PDF file

## PRODUCTION ELECTIVES

BA16P01

### SUPPLY CHAIN AND LOGISTICS MANAGEMENT

3 0 0 3

#### COURSE OBJECTIVES

- To learn the fundamental concepts of supply chain management (SCM)
- To identify and trace the strategies of sourcing
- To expose the different networks of supply chain and recent trends.
- To inculcate the knowledge in forecasting and inventory management
- To know the current trends in SCM

#### UNIT I INTRODUCTION 9

Supply Chain – Fundamentals –Evolution- Role in Economy - Importance - Decision Phases - Supplier-Manufacturer-Customer chain. Supply chain strategy - Enablers/ Drivers of Supply Chain Performance. Overview of Supply Chain Models and Modeling Systems.

#### UNIT II STRATEGIC SOURCING 9

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

#### UNIT III SUPPLY CHAIN NETWORK 9

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

#### UNIT IV PLANNING DEMAND, INVENTORY AND SUPPLY 9

Value of Information: Bullwhip Effect - Effective forecasting - Coordinating the supply chain. Managing supply chain cycle inventory. Uncertainty in the supply chain – Safety Inventory. Coordination in the Supply Chain. Analyzing impact of supply chain redesign on the inventory. Managing inventory for short life - cycle products - multiple item -multiple location in management.

#### UNIT V CURRENT TRENDS 9

Supply Chain Integration - Building partnership and trust in SC. SC Restructuring - SC Mapping –SC process restructuring, Postpone the point of differentiation. E-Business – Framework and Role of Supply Chain in e-business and b2b practices. Supply Chain IT Framework. Fundamentals of transaction management. Information Systems development - eSCM - Agile Supply Chains –Reverse Supply chain. Agricultural Supply Chains.

**TOTAL PERIODS 45**



## **COURSE OUTCOMES**

At the end of this course, students will be able to

- understand the concepts of supply chain management.
- know the process of SCM and strategies of SCM
- examine the purpose of having different networks of supply chain and implications and recent trends
- gain knowledge in the concepts of forecasting and inventory management
- exhibit the current trends on SCM

## **REFERENCES**

1. Janat Shah, Supply Chain Management – Text and Cases, Pearson Education, 2009.
2. Sunil Chopra and Peter Meindl, Supply Chain Management-Strategy Planning and Operation, PHI Learning/ Pearson Education, 2013(edition 5).
3. David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi, Designing and Managing the Supply Chain: Concepts, Strategies, and Cases, Tata McGraw-Hill, 2011.
4. Altekar Rahul V, Supply Chain Management-Concept and Cases, PHI, 2005.
5. Shapiro Jeremy F, Modeling the Supply Chain, Thomson Learning, edition 2, 2007.

## **WEB LINKS**

1. [www.supplychainmanagement.in](http://www.supplychainmanagement.in)
2. [executive-education.insead.edu/supplychain](http://executive-education.insead.edu/supplychain)
3. [www.supplychainbrain.com](http://www.supplychainbrain.com)

**COURSE OBJECTIVES**

- To understand the concept of process management
- To identify the various strategies used in process management
- To acquire knowledge on various process models
- To know the importance of planning in process management
- To learn the benchmarking concept in process management

**UNIT I INTRODUCTION 9**

The Process View of Organizations - Service and manufacturing processes – Nature of service support processes, process structure in services, Process structure in Manufacturing , Value Chain – Core and processes, adding value with processes; Managing processes – process strategy – organization perspective, major process decisions; Embedding strategy into Manufacturing Processes – Process Competencies, Process Design – major factors, technology choice.

**UNIT II PROCESS FLOW 9**

Process Flow, Key Measures, Flow Time, Flow Rate, Process flow analysis – tools; process mapping, Inventory Analysis, Process Flow Chart, Flow Time Measurement, Flow-Rate and Capacity Analysis, Managing Flow Variability; Work flow design principles and flows.

**UNIT III PROCESS MODELING 9**

Modeling - empirical models, deterministic models, stochastic models; Simulating business process – Application, simulation process, discrete event simulation, computer simulation

**UNIT IV PROCESS IMPROVEMENT 9**

Constraint Management – theory of constraints, Measuring capacity, Utilization , and performance in TOC, key principles ; Strategic Capacity Management –Tools for capacity planning, cycle time and capacity analysis; process layout – designing flexible flow layouts; Lean Systems – Toyota production system, characteristics of lean systems, continuous improvement, Kanban system Value stream mapping, JIT II; Process Synchronization and Improvement

**UNIT V PROCESS OPTIMIZATION 9**

Optimizing business process performance – creating flexible organizations – optimization process – early management – capability development, sustainability; process benchmarking with data envelopment analysis

**TOTAL PERIODS 45****COURSE OUTCOMES**

At the end of this course, students will be able to

- design the business process.
- apply the process management strategies.
- implement the various process models.
- use the benchmarking concepts in process management.
- understand the importance of planning in process management.

## REFERENCES

1. Manuel Laguna, Johan Marklund, Business Process Modeling, Simulation and Design, Pearson Education, 2011.
2. Lee J. Krajewski, Larry P. Ritzman, Manoj K. Malhotra, Operations Management – Processes and Supply Chain, Pearson Education, 9<sup>th</sup> Edition, 2010.
3. Ravi Anupindi, Sunil Chopra, Sudhakar Deshmukh, Jan A. Van Mieghem, and Eitan Zemel, “Managing Business Process Flows: Principles of Operations Management” Pearson Education, 2006
4. Gerard Cachon, Christian Terweisch, Matching Supply with Demand – An Introduction to Operations Management, McGraw Hill, International Edition, 2006.
5. Dennis McCarthy and Nick Rich, Lean TPM – A blueprint for change, Elsevier Ltd., 2004
6. Byron J. Finch, Operations Now – Supply chain Profitability and performance, Tata McGraw Hill, 3<sup>rd</sup> Edition, 2008.

## WEB LINKS

1. [www.geeksforgeeks.org/gate-notes-operating-system-process-management-introducti...](http://www.geeksforgeeks.org/gate-notes-operating-system-process-management-introducti...)
2. [https://www.slideshare.net/orven\\_neu/process-management-in-os-8374196](https://www.slideshare.net/orven_neu/process-management-in-os-8374196)
3. [www.vidyashala.in/download-notes/!/...Process-Management-Notes-by.../71518444](http://www.vidyashala.in/download-notes/!/...Process-Management-Notes-by.../71518444)

**COURSE OBJECTIVES**

- To know the basic of products and its types.
- To learn the various stages in product life cycle and understanding customer.
- To be familiar with the concepts of product
- To expose the students to the industrial design and design tool.
- To inculcate the knowledge in patents.

**UNIT I INTRODUCTION 9**

Defining Product, Types of products. Successful Product development – characteristics, duration and - cost, challenges. Development Process: Generic Process- Adapting to product types. Stage-gate model New Service Development Process

**UNIT II PRODUCT CONCEPT 9**

Product Planning Process – Steps. Product Life Cycle. Technology Life Cycle - Understanding Steps- Customer Needs - Disruptive Technologies- Product Specification - Concept Generation – Activity- Brain Storming.

**UNIT III BUSINESS PLAN PREPARATION 9**

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

**UNIT IV INDUSTRIAL DESIGN AND DESIGN TOOLS 9**

Industrial Design, Design for Manufacturing-Value Engineering-Ergonomics-Prototyping-Robust Design-Collaborative Product development- Product development economics.

**UNIT V PATENTS 9**

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

**TOTAL PERIODS 45****COURSE OUTCOMES**

At the end of this course, students will be able to

- gain knowledge in the basic of products and various types.
- implement the significance of product concept in real time.
- exhibit their knowledge in industrial design and design tools.
- be familiar with the Intellectual Property Rights and patents.
- launch their own ideas in the various stages of product life cycle.

**REFERENCES**

1. A.K. Chitale and R.C. Gupta, Product Design and Manufacturing, PHI, 6<sup>th</sup> Edition, 2013.
2. Michael Grieves, Product Life Cycle Management, Tata McGraw Hill, 2<sup>nd</sup> Edition, 2011.
3. Deborah E. Bouchoux, Intellectual Property Rights, Delmar, Cengage Learning, 2013.
4. Bruce T. Barkley, Project Management in New Product Development, Tata McGraw Hill, 2008.

5. Karl T. Ulrich and Steven D. Eppinger, Product Design and Development, Tata McGraw – Hill, Third Edition, reprint 2008.

**WEB LINKS**

1. [www.me.umn.edu/courses/me4054/lecnotes/archive.html](http://www.me.umn.edu/courses/me4054/lecnotes/archive.html)
2. [www.mitid.edu.in/Product-Design-Courses.htm](http://www.mitid.edu.in/Product-Design-Courses.htm)
3. [www.design-technology.info](http://www.design-technology.info)

**COURSE OBJECTIVES**

- To understand role of service in the organization.
- To make students understand the service design and its implication
- To extend student skills in service quality
- To develop student skills in designing and executing the process in operating service.
- To inculcate the knowledge in tools and techniques.

**UNIT I INTRODUCTION 9**

Importance and role of Services -Nature of services -Service classification Service Package Service Strategy - Internet strategies - Environmental strategies.

**UNIT II SERVICE DESIGN 9**

New Service Development - Designing the Service delivery system: Service Blue-printing - Managing Service Experience - Front-office Back-office Interface - Service scape – Implication for Service Design.

**UNIT III SERVICE QUALITY 9**

Service Quality - SERVQUAL, -Gap Model -Complaint management - Walk-through Audit –Service Recovery - Service Guarantees - Service Encounter.

**UNIT IV OPERATING SERVICES 9**

Service operational planning and control -Process Analysis - Process Simulation -Service Facility Location - Capacity Management in Services – Queuing models - Waiting Lines – Simulation - Yieldmanagement.

**UNIT V TOOLS AND TECHNIQUES 9**

Inventory Management in Services – Retail Discounting Model - Newsvendor Model - Vehicle (DEA) Routing and Scheduling - Productivity and Performance measurement - Data Envelopment Analysis -Scoring System – Method for customer selection.

**TOTAL PERIODS 45****COURSE OUTCOMES**

At the end of this course, students will be able to

- execute the role of service in the organization.
- identify the implications of service design in operation management.
- evaluate the service quality through complaint management.
- exhibits the knowledge in designing and executing the process in operating service.
- use the tools and techniques of inventory management in service

**REFERENCES**

1. James A. Fitzsimmons, Mona J. Fitzsimmons, Service Management – Operations, Strategy, Information Technology, Tata McGraw – Hill Edition 2006.
2. Richard Metters, Kathryn King-Metters, Madeleine Pullman, Steve Walton Service Operations Management, South-Western, Cengage Learning, 2<sup>nd</sup> Edition, 2012.

3. CengizHaksever, Barry Render, Roberta S. Russell, Rebert G. Murdick, Service Management and Operations, Pearson Education – First Edition, 2006
4. Robert Johnston, Graham Clark, Service Operations Management, Pearson Education, 2<sup>nd</sup> Edition, 2008
5. Norman Gaither and Gregory Frazier, “ Operations Management”, Cengage Learning – 9th Edition, 2013

#### **WEB LINKS**

1. [www.shsu.edu/~mgt\\_ves/mgt560/ServiceManagement.ppt](http://www.shsu.edu/~mgt_ves/mgt560/ServiceManagement.ppt)
2. [www.iimb.ernet.in/~mahadev/som.pdf](http://www.iimb.ernet.in/~mahadev/som.pdf)
3. [lecturesppt.blogspot.com/2011/08/operations-management.html](http://lecturesppt.blogspot.com/2011/08/operations-management.html)

**COURSE OBJECTIVES**

- To understand the basics concepts of Materials Management
- To know the process of Materials Planning
- To understand the various models of Inventory Management
- To identify the purchase management activities.
- To know the stores management systems and procedures.

**UNIT I INTRODUCTION 9**

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

**UNIT II MATERIALS PLANNING 9**

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

**UNIT III INVENTORY MANAGEMENT 9**

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

**UNIT IV PURCHASING MANAGEMENT 9**

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

**UNIT V WAREHOUSE MANAGEMENT 9**

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

**TOTAL PERIODS 45****COURSE OUTCOMES**

At the end of this course, students will be able to

- apply the basics concepts of Materials Management in business.
- understand the process of Materials Planning
- implement the various models of Inventory Management
- develop the purchase management activities.
- explain stores management systems and procedures.



## REFERENCES

1. J.R.Tony Arnold, Stephen N. Chapman, Lloyd M. Clive, Materials Management, Pearson, 2012. 2. P. Gopalakrishnan, Purchasing and Materials Management, Tata McGraw Hill, 2012
2. A.K.Chitale and R.C.Gupta, Materials Management, Text and Cases, PHI Learning, 2<sup>nd</sup> Edition, 2006
3. Ajay K Garg, Production and Operations Management, Tata McGraw Hill , 2012
4. Ronald H. Ballou and Samir K. Srivastava, Business Logistics and Supply Chain Management, Pearson education,Fifth Edition
5. A.K.Datla, Materials Management, Procedure, Text and Cases, PHI Learning, 2<sup>nd</sup> Edition, 2006
6. S. N. Chary, Production and Operations Management, Tata McGraw Hill , 2012

## WEB LINKS

1. <https://www.scribd.com/document/258390558/Materials-Management-Class-Notes>
2. <https://www.slideshare.net/vishakeb/materials-management-presentation-650613>
3. [www.managementparadise.com/.../materials-management/2945-materials-management...](http://www.managementparadise.com/.../materials-management/2945-materials-management...)

**COURSE OBJECTIVES**

- To learn the concepts of advanced maintenance management.
- To inculcate the knowledge in failure data analysis
- To impart skills in decision making towards maintenance planning and replacement
- To examine the maintenance policies and TPM
- To inculcate knowledge in recent techniques of maintenance management

**UNIT I MAINTENANCE CONCEPTS 9**

Objectives and functions of Maintenance – Maintenance Strategies – Organization for Maintenance – Five Zero Concept.

**UNIT II FAILURE DATA ANALYSIS 9**

MTBF, MTTF, Useful Life – Survival Curves – Failure Time distributions (Poisson, Exponential and Normal) - Repair Time Distribution – Maintainability Prediction – Design for Maintainability – Availability.

**UNIT III MAINTENANCE PLANNING AND REPLACEMENT DECISION 9**

Overhaul and repair – meaning and difference – Optimal overhaul – Repair policies for equipment subject to break down – Spare parts management. Optimal interval between preventive replacements of equipment subject to break down, group replacement.

**UNIT IV MAINTENANCE POLICIES 9**

Fixed Time Maintenance – Condition based Maintenance. Operate to failure – Opportunity Maintenance – Design out maintenance – Total Productive Maintenance.

**UNIT V RECENT TECHNIQUES 9**

Reliability Centered Maintenance (RCM) – Total Productive Maintenance (TPM) – Philosophy and implementation – Signature Analysis – CMMS – Concept of Tero technology – Reengineering Maintenance process.

**TOTAL PERIODS 45**

**COURSE OUTCOMES**

At the end of this course, students will be able to

- apply advanced maintenance management principles in business situations to optimize resource utilization and time optimization.
- exhibit the knowledge of maintainability
- know the concepts of maintenance policies and TP
- gain knowledge in the recent techniques of maintenance management
- be familiar with the failure data analysis

**REFERENCES**

1. Mishra RC and Pathak K, Maintenance Engineering and Management, PHI, 2012.
2. Sushil Kumar Srivatsava, Industrial Maintenance Management, S Chand and Company, 2010.
3. Jardine AK, Maintenance, Replacement and Reliability, Pitman Publishing.
4. Kelly and Harris MJ, Management of Industrial Maintenance, Butterworth and Company Limited.

5. Fedele, Lorenzo, Methodologies and Techniques for Advanced Maintenance, Springer-verlag London Limited 2011

#### **WEB LINKS**

1. [www.meirc.com](http://www.meirc.com)
2. [www.pragmaworld.net](http://www.pragmaworld.net)
3. [www.euromatech.com](http://www.euromatech.com)

**COURSE OBJECTIVES**

- To interact with local communities to understand their problems and prospects.
- To know social issues and generate feasible solutions.
- To exhibit knowledge in community development.
- To inculcate the quality of sensitivity towards social problems.
- To develop skills of converting social issues in to business opportunities

**ACTIVITY MODULE I****6**

Campaign on Cleanliness among the local schools pupils

**ACTIVITY MODULE II****6**

Depletion of Water Resource and Campaign on Preserving Water Resources.

**ACTIVITY MODULE III****6**

Women Entrepreneurship Education among selective SHGs in Namakkal Distirct.

**ACTIVITY MODULE IV****6**

Education on Health Issues and Ideal Economic Solution.

**ACTIVITY MODULE V****6**

Traffic Rules and Safety Awareness

**TOTAL PERIODS 30****COURSE OUTCOMES**

At the end of the field work the students are encourage to submit a detailed project report to the faculty concerned. The work of the student will be evaluated on the basis of the following

- knowledge on social issues.
- sensitivity towards social problems.
- generate economical solution for social problems.
- knowledge on event management.
- associate with various social bodies

## SEMESTER IV

BA16401

INTERNATIONAL BUSINESS MANAGEMENT

3 0 0 3

### COURSE OBJECTIVES

- To know the international business environment.
- To understand the international trade and investment.
- To gain knowledge in the international strategic management.
- To learn the production, marketing, finance and human resource of global business.
- To know the conflict management in international business management.

### UNIT I 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 II INTERNATIONAL TRADE AND INVESTMENT 9

Promotion of global business – the role of GATT/WTO – multilateral trade negotiation and agreements – VIII & IX, round discussions and agreements – Challenges for global business –global trade and investment – theories of international trade and theories of international investment.

### UNIT III INTERNATIONAL STRATEGIC MANAGEMENT 9

Strategic compulsions-Standardization Vs Differentiation – Strategic options – Global portfolio management-global entry strategy – different forms of international business – advantages- organizational issues of international business – organizational structures – controlling of international business.

### UNIT IV 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.

### UNIT V CONFLICT MANAGEMENT AND ETHICS IN INTERNATIONAL BUSINESS MANAGEMENT 9

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

**TOTAL PERIODS 45**

### COURSE OUTCOMES

At the end of this course, students will be able to

- know the international business environment.
- apply the international trade and investment.
- gain knowledge in the international strategic management.
- enhance the production, marketing, finance and human resource of global business.
- enrich the conflict management in international business management.

## REFERENCES

1. Charles W.I. Hill and Arun Kumar Jain, International Business, 6<sup>th</sup> edition, Tata Mc Graw Hill, 2009.
2. John D. Daniels and Lee H. Radebaugh, International Business, Pearson Education Asia, New Delhi, 2000.
3. K. Aswathappa, International Business, Tata Mc Graw Hill, 2008.
4. Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffet, International Business, Thomson, Bangalore, 2005.
5. Aravind V. Phatak, Rabi S. Bhagat and Roger J. Kashlak, International Management, Tata Mc Graw Hill, 2006.
6. Oded Shenkar and Yaong Luo, International Business, John Wiley Inc, Noida, 2004

## WEB LINKS

1. [www.cde.annauniv.edu/mbaqp/pdf/Third%20Semester/.../MBA%201702.pdf](http://www.cde.annauniv.edu/mbaqp/pdf/Third%20Semester/.../MBA%201702.pdf)
2. [www.utas.edu.au/\\_\\_\\_.../pdf.../BMA734-International-Business-Manageme...](http://www.utas.edu.au/___.../pdf.../BMA734-International-Business-Manageme...)
3. [www.crab.rutgers.edu/.../International%20Bussiness%20Environment/notes/Int...](http://www.crab.rutgers.edu/.../International%20Bussiness%20Environment/notes/Int...)
4. [www.graduate.au.edu/.../school%20of%20business/.../IBM%20Guide%2...](http://www.graduate.au.edu/.../school%20of%20business/.../IBM%20Guide%2...)

**COURSE OBJECTIVES**

- To learn the major concepts of strategy of formation process.
- To describe the organization's mission, vision and developing policies and plans.
- To analyze and implement the strategic management in strategic business units.
- To study the concept of Strategy Implementation & Evaluation.
- To know the overview of Strategic Issues.

**UNIT I INTRODUCTION 9**

Introduction to business policy: Evolution – Nature – Purpose –Importance and the objectives of business policy – An overview of strategic management – Policy – Strategy – Tactics – Levels of strategy – Strategic decision making – Strategic management – Process of strategic management – Strategists and their role in strategic management.

**UNIT II STRATEGY FORMULATION 9**

Strategy formulation: Strategic intent – Vision – Mission – Business definition – Goals and objectives – External environment – Market – Technological – Supplier – Economic – Regulatory – Political – Socio-cultural and international environment – Techniques of environmental analysis – Organizational analysis – Organizational capability profile (OCP) – Strategic Advantage Profile (SAP).

**UNIT III STRATEGY ALTERNATIVES: 9**

Strategy alternatives: Corporate level strategies – Grand strategies – Stability – Expansion – Retrenchment – Combination – Business level strategies – Porter's generic business strategies.

**UNIT IV STRATEGIC ANALYSIS 9**

Strategic analysis and choice: Corporate level strategic analysis – Boson Consulting Group (BCG) matrix –five General electric (GE) nine cell matrix – SWOT analysis – Business level strategic analysis – Michael Porter's force model - SPACE.

**UNIT V STRATEGY IMPLEMENTATION AND EVALUATION 9**

Strategy implementation and evaluation: Project and procedural implementation – Resource allocation – Structural – Behavioral – Functional and operational implementation - Strategic evaluation and control.

**TOTAL PERIODS 45****COURSE OUTCOMES**

At the end of this course, students will be able to

- understand the major concepts of strategy of formation process.
- know the organization's mission, vision and developing policies and plans.
- analyze and implement the strategic management in strategic business units.
- implement and evaluate the business strategy.
- develop an idea on strategic issues.

## REFERENCES

1. Strategic Management Theory: An Integrated Approach – Charles W.L.Hill and Gareth R. Jones – Houghton Mifflin Company – Princeton New Jersey – All India Publishers and Distributors.
2. Concepts of Strategic Management and Business Policy - Thomas L. Wheelen and J. David Hunger - Pearson Education.
3. Business Policy and Strategic Management – Azhar Kazmi – Tata McGraw Hill Publishing Company Ltd.
4. Crafting and Executing Strategy the Quest for Competitive Advantage, Concepts and Cases – Arthur A.Thompson Jr. A.J.Strickland III and John E.Gamble - Tata McGraw Hill Publishing Company Ltd.
5. Strategic Management: Concepts and Cases – Fred R.David – Pearson Education.

## WEB LINKS

1. [www.slideshare.net/KiruthikaRuthi/strategic-management-full-notes](http://www.slideshare.net/KiruthikaRuthi/strategic-management-full-notes)
2. [www.nptel.ac.in/courses/110108047/.../Course%20Lecture%20Notes.pdf](http://www.nptel.ac.in/courses/110108047/.../Course%20Lecture%20Notes.pdf)
3. [www.slideshare.net/KiruthikaRuthi/strategic-management-full-notes](http://www.slideshare.net/KiruthikaRuthi/strategic-management-full-notes)