MBA (INTEGRATED) DEGREE PROGRAMME

CURRICULUM AND SYLLABI
(Applicable for the Candidates admitted from 2014 – 2015)

FACULTY OF MANAGEMENT
SRM UNIVERSITY
SRM Nagar, Kattankulathur – 603 203
Chennai, India
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**SEMESTER-I**

**SEMESTER-II**

**SEMESTER-III**

**SEMESTER-IV**

**- Candidate must choose any ONE Elective out of THREE Electives**

**- Candidate must choose any TWO**
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**Functional Electives**
- Marketing
- Finance
- Systems
- Human Resource
- Operations

**Vertical Electives**
- Pharma
- Hospitality
- Enterprise Resource Planning
- Agriculture
- Hospital and Health Care
- Retailing
- Auto Industry
- Project Management
- Media and Communication
- Banking Financial Service Insurance
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**MBA –VERTICAL ELECTIVE - 2013-14**
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<tr>
<th>Course Code</th>
<th>Course Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>MB 13ER01</td>
<td>Materials Management Processes</td>
</tr>
<tr>
<td>MB 13ER02</td>
<td>Financial Planning Processes</td>
</tr>
<tr>
<td>MB 13ER03</td>
<td>Sales and Distribution Processes</td>
</tr>
<tr>
<td>MB 13ER04</td>
<td>Production Planning Processes</td>
</tr>
<tr>
<td>MB 13ER05</td>
<td>Customer Service Processes</td>
</tr>
<tr>
<td>MB 13ER06</td>
<td>Controlling Processes</td>
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<table>
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<tr>
<th>Course Code</th>
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</thead>
<tbody>
<tr>
<td>MB 13AM01</td>
<td>Agri Finance Management</td>
</tr>
<tr>
<td>MB 13AM02</td>
<td>Agro Input Marketing</td>
</tr>
<tr>
<td>MB 13AM03</td>
<td>Agricultural Project Management</td>
</tr>
<tr>
<td>MB 13AM04</td>
<td>Cooperatives In Rural Ventures</td>
</tr>
<tr>
<td>MB 13AM05</td>
<td>IT Systems For Agro Enterprises</td>
</tr>
<tr>
<td>MB 13AM06</td>
<td>Sustainable Agriculture Management</td>
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<table>
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<tr>
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</thead>
<tbody>
<tr>
<td>MB 13HH01</td>
<td>Epidemiology And Bio-Statistics</td>
</tr>
<tr>
<td>MB 13HH02</td>
<td>Organization of Clinical Services And Healthcare</td>
</tr>
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<td>Delivery System</td>
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<tr>
<td>MB 13HH03</td>
<td>Marketing Management of Hospital And Healthcare Services</td>
</tr>
<tr>
<td>MB 13HH04</td>
<td>Health Policy, Insurance and Tourism</td>
</tr>
<tr>
<td>MB 13HH05</td>
<td>Legal &amp; Ethical Issues In Healthcare</td>
</tr>
<tr>
<td>MB 13HH06</td>
<td>Operations Management In Healthcare</td>
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<table>
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<tr>
<th>Course Code</th>
<th>Course Title</th>
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<tr>
<td>MB 13RL01</td>
<td>Visual Merchandising And Store Layout Design</td>
</tr>
<tr>
<td>MB 13RL02</td>
<td>Retail Franchising</td>
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<tr>
<td>MB 13RL03</td>
<td>E- Retailing</td>
</tr>
<tr>
<td>MB 13RL04</td>
<td>Inventory and Logistics Management</td>
</tr>
<tr>
<td>MB 13RL05</td>
<td>Consumer behavior and Retail Loyalty</td>
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<tr>
<td>MB 13RL06</td>
<td>Store Format and Mall Management</td>
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### AUTO INDUSTRY

<table>
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<tr>
<th>Course Code</th>
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<tbody>
<tr>
<td>MB 13AI01</td>
<td>Introduction to Auto Industry</td>
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<tr>
<td>MB 13AI02</td>
<td>Product Design &amp; Development</td>
</tr>
<tr>
<td>MB 13AI03</td>
<td>Six Sigma and Lean Manufacturing in Auto Industry</td>
</tr>
<tr>
<td>MB 13AI04</td>
<td>Supply Chain Management Practices in Auto Industry</td>
</tr>
<tr>
<td>MB 13AI05</td>
<td>Quality Management and Practices in Auto Industry</td>
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<tr>
<td>MB 13AI06</td>
<td>Marketing Practices in Auto Industry</td>
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### PROJECT MANAGEMENT

<table>
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<tr>
<th>Course Code</th>
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<tbody>
<tr>
<td>MB 13PM01</td>
<td>The Project Organization</td>
</tr>
<tr>
<td>MB 13PM02</td>
<td>Project Planning, Scheduling and Budgeting -1</td>
</tr>
<tr>
<td>MB 13PM03</td>
<td>Project Planning, Scheduling and Budgeting -2</td>
</tr>
<tr>
<td>MB 13PM04</td>
<td>Managing Project Teams</td>
</tr>
<tr>
<td>MB 13PM05</td>
<td>Project Execution, Monitoring &amp; Control</td>
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<tr>
<td>MB 13PM06</td>
<td>Project Audit And Closure</td>
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### MEDIA AND COMMUNICATION

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<tr>
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<tbody>
<tr>
<td>MB 13MC01</td>
<td>Social Media</td>
</tr>
<tr>
<td>MB 13MC02</td>
<td>Media Law, Ethics and Governance</td>
</tr>
<tr>
<td>MB 13MC03</td>
<td>Media Management</td>
</tr>
<tr>
<td>MB 13MC04</td>
<td>Media Applications and Technology</td>
</tr>
<tr>
<td>MB 13MC05</td>
<td>Public relations and Corporate Communications</td>
</tr>
<tr>
<td>MB 13MC06</td>
<td>Mass Communication, Advertising and Sales promotion</td>
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### BANKING, FINANCIAL SERVICES AND INSURANCE (BFSI)

<table>
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<th>Course Code</th>
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<tbody>
<tr>
<td>MB 13BI01</td>
<td>Principles and Practices of Banking</td>
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<tr>
<td>MB 13BI02</td>
<td>Financial Institutions and Markets</td>
</tr>
<tr>
<td>MB 13BI03</td>
<td>Legal and Service aspects of Banking and Insurance</td>
</tr>
<tr>
<td>MB 13BI04</td>
<td>Information Technology, Data Communications and Electronic Banking</td>
</tr>
<tr>
<td>MB 13BI05</td>
<td>Principles and Practices of Life and General Insurance</td>
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<tr>
<td>MB 13BI06</td>
<td>Enterprise Risk Management</td>
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<td>SEMESTER – I</td>
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<td>ULT14101</td>
<td>கப்பை - I</td>
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பதில் 1. குதிரை வாழங்கல்
(குதிரை - குதிரை வாழங்கல் ஓரங்கள் குதிரைக்குள்ளு, குதிரைக்கு பக்தியாக, குதிரைக்கு வாழங்கல், 2010.)

1. நீர்ப்பீட்டையல் - சுருக்கம்பட்டு வாழங்கலும்
2. புனீரகையல் - சுருக்கம்பட்டு வாழங்கலும்
3. சிலங்குதல் - சுருக்கம்பட்டு வாழங்கலும்
4. பூக்கியல் - சுருக்கம்பட்டு வாழங்கலும்
5. வாழ்கள் - சுருக்கம்பட்டு வாழங்கலும்

பதில் 2. முறையல்

அ. நிலைநாட்டுகள்

1. பார்க்காம் குதிரை குறுக்கு குருக்கு என்று ஓரங்கு வாழங்கலும்
2. பார்க்காம் குதிரை குறுக்கு வாழ்கள் - குறுக்கு குருக்கு வாழ்களும்
3. புலிகையல் - பாலிகை வாழ்கள்
4. உட்கையல் - உட்கை வாழ்களும்
5. முறையல் - குறுக்கு வாழ்களும்
6. குறுக்கு வாழ்களும் - குறுக்கு வாழ்களும்
7. பார்க்காம் குறுக்கு - பார்க்காம் வாழ்களும்
8. குறுக்கு வாழ்களும் - குறுக்கு வாழ்களும்
9. பார்க்காம் குறுக்கு - பார்க்காம் வாழ்களும்
10. குறுக்கு வாழ்களும் - குறுக்கு வாழ்களும்

ஆ. கணினியல்

கணினியல் பார்க்காம் பார்க்காம்: 404 – 408 வாழ்களாக

எ. குறுக்கு வாழ்களும்

1. குறுக்கு வாழ்களும் - குறுக்கு வாழ்களும்
2. குறுக்கு வாழ்களும் - குறுக்கு வாழ்களும்

இ. குறுக்கு வாழ்களும்

திறன்குறுக்கு - குறுக்கு வாழ்களும் – "வாழ்கல் வாழ்கல்! வாழ்கல் வாழ்கல்!" -
திறன் ஆதி குறுக்கு வாழ்கல் வாழ்கல், குறுக்கு. (30 – மறையான)

பதில் 3

குறுக்கு வாழ்கல்

"வாழ்கல் வாழ்கல் வாழ்கல்" குறுக்கு வாழ்கல் வாழ்கல், குறுக்கு வாழ்கல் வாழ்கல், 2005.

1- Prose:
1. USNE KAHA THA (STORY) - CHANDRADHAR SHARMA GULERI
2. CHIEF KI DAWAAT (STORY) - BHISHAM SAHNI
3. PREMCHAND (NIBANDH) - DR. RAMVILAS SHARMA
4. BHOLARAM KA JEEV (SATIRE STORY) - HARISHANKAR PARSAI
5. BHAGWAN NE KAHA THA (SATIRE STORY) - SURYA BALA
6. CHAMAR KI BETI (STORY) - DR. N. CHANDRSHEKHARAN NAIR

2- One Act Play:
1. LAXMI KA SAWAGAT - UPENDRANATH ASHK
2. JAB MAA RO PADI - SETH GOVIND DAS

3- CORRESPONDENCE:
1. OFFICIAL LETTER
2. DEMI-OFFICIAL LETTER

4- COMPUTER

5- TECHNICAL TERMINOLOGY
UNITE-I

UNITE-II
Au travail ! Conjugaison – Les verbes en –ER – Accord des noms et des adjectifs - Articles indéfinis et définis- Interrogation- Est-ce-que, Qu’est-ce, Qu’est-ce que c’est, Où- L’état civil- Personnes et objets caractéristiques d’un pays.

UNITE-III
On se détend ?- Conjugaison- faire, aller, venir, vouloir, pouvoir, devoir- Futur proche- Pronoms moi, toi, lui, elle, etc., après une préposition – On = Nous- Les loisirs, Sports, Spectacles, Activités.

UNITE-IV

UNITE-V
Bon appétit- Articles partitif- Emploi des articles- Interrogation, forme avec inversion- Réponses : Oui, Si, Non- Forme possessive : à+pronom- La nourriture, Les repas, La fête.

REFERENCE :
Paper I – Poetry, Prose, Short Story, Movie Review, Grammar

UNIT I Poetry:
1. If by Rudyard Kipling
2. Where the Mind is Without Fear by Rabindranath Tagore
3. The Road Not Taken by Robert Frost
4. Snake by D. H. Lawrence

UNIT II Prose:
1. Of Truth by Francis Bacon
2. Spirit of India- A.P.J. Abdul Kalam

UNIT III Short Stories:
1. The Bet- Anton Chekhov
2. The Postmaster by Rabindranath Tagore

UNIT IV: Movie Review:
1. Whose Life is it anyway?
2. The Accused- Feature Film
3. Water

UNIT V Language Component:
1. Tenses
2. Focus on Articles, Prepositions, Subject Verb Agreement
3. Comprehension Passage

TEXT BOOK:
COURSE RATIONALE:
Principles of Management, provides the student with a conceptual framework for understanding the basic theories of management. Emphasis is placed on the internal and external environment, ethics, planning, goal setting, decision making, organizational structure, motivation and group dynamics, and effective control mechanisms.

COURSE OBJECTIVES:
- To gain knowledge about the four management functions of planning, organizing, leading, and controlling and introduce to the historical evolution of management theories.
- To learn the basics of group dynamics and the challenges of managing work teams.
- To familiarize with various leadership styles and theories of motivation.
- To describe the control process including: the importance of control, tools for measuring organizational performance, and managerial actions

UNIT I
Introduction: Concept, nature, process and significance of management; Managerial roles and Skills; Development of management through; Classical and neo – classical systems; Contingency approaches: – Robert Owen, Taylor Fayol, and Elton Mayo.

UNIT II

UNIT III

UNIT IV

UNIT V
Co-ordination – Need for Co-ordination – Types – Techniques – hierarchy of control-Co-operation-meaning- Distinction between co-ordination and co-operation – Requisites for excellent Co-ordination

TEXT BOOK:

REFERENCES:
COURSE RATIONALE:
The content of this course is designed to impart the basic knowledge of financial accounting theory, standards, principles and procedures to accounting problems and its application in business.

COURSE OBJECTIVES:
- Understand the basic accounting concepts and their application in business.
- Apply the dual-entry recording framework to a series of transactions that results in a balance sheet.
- Gain knowledge on the preparation of financial statements.
- Develop the skills needed to analyze financial statements effectively, and
- Students will be exposed to take decisions on depreciation method to be adopted.

UNIT I

UNIT II
Preparation of Final Accounts of a Sole Trading Concern – Adjustments – Closing Stock, Outstanding and Prepaid items, Depreciation, Provision for Bad Debts, Provision for Discount on Debtors, Interest on Capital and Drawings.

UNIT III

UNIT IV
Depreciation – Meaning, Causes, Types – Straight Line Method – Written Down Value Method (Change in Method excluded). Insurance claims – Average Clause (Loss of stock only).

UNIT V

TEXT BOOK:

REFERENCES:
COURSE RATIONALE:
As Economics is the bedrock of business activities, understanding the fundamentals of economics and using its knowledge in managerial decisions is important for modern managers.

COURSE OBJECTIVES:
To familiarize the students with the fundamental principles of economics
To make them understand the relevance of economics in business decisions
To help them be equipped with economic tools for business analysis.

SYLLABUS:
UNIT I
Introduction – Natural & Scope of Managerial Economics – Significance of Managerial Economics.

UNIT II
Demand Analysis – Basic Concepts and Tools for Analysis of Demand – Demand forecasting.

UNIT III

UNIT IV

UNIT V

TEXT BOOK:

REFERENCES:
COURSE RATIONALE:
To provide the contemporary issues in the Business Environment and to facilitate a better-informed Economic System

COURSE OBJECTIVES:
- The expected outcome after learning this course is that the student will be able to:
  - Understand the various environment, culture and society.
  - To know the differences between the business and Government.
  - Contextualize the concepts of public sector in India.

SYLLABUS:

UNIT I
Business Environment: Meaning – Various environments affecting business – Social Economic; Political and Legal; Culture; Competitive Demographic; Technological and International environments.

UNIT II

UNIT III
Business and Society: Social responsibilities of Business – Responsibilities to shareholders; Responsibility to employees; Responsibility to customer; Responsibility to the community; Responsibility to the Government – Business Ethics – Population – Demographic pattern changes – Standard of living – Urbanization – Migration.

UNIT IV

UNIT V

TEXT BOOK:

REFERENCES:
PURPOSE/ OBJECTIVES
To cater to the four essential aspects of communication skills namely, listening, speaking, reading and writing and thereby create a congenial class room atmosphere, leaving enough scope for confident interactions and free flow of individual thoughts.

LISTENING SKILL
Listening comprehension and response through various modes – face-to-face conversations, telephone conversations, reading out written material, audio-video recorded material, mimes.

SPEAKING SKILL
Group communication - Features of an effective, fluent speech through regular practice - role play, extempore – Situational conversations – Greetings, requests, demands, instructions and enquiries. Informal speech - Facing audience – Body language --- Conversion of mother tongue to English language – Pitfalls in the direct translation of words and essential phrases to English language through short conversations Formal speech - Paper presentation, - Essential aspects of Business communication – Address, Tone, Choice of words (language), Style, Deciding the target audience

READING SKILL
Reading Comprehension - Poems, passages(stories, essays, articles, reports), conversations, short messages, e-mails, formal/informal letters – Purpose - Phonemic awareness, Phonics, Vocabulary development, Reading fluency, including oral reading skills, Reading comprehension strategies.

WRITING SKILL

Interpersonal and intrapersonal communication –
Ways to communicate in different scenarios – job interview, business meeting, project submission/proposal, informal gathering, speech for a large audience, a debate, etc, – Dress code, Eye contacts, body language and handshakes – survey and reporting (Role of IT in Environment and human health).
பதிப்பு-1.

சேமியற்கால முறைமை
(எழுதி - சேமியற்கால முறைமை – புதுச்சேமியம் குருக்கள், கல்லூரிப் பொருள்கள், குழுவுக்கு, 2010.)

1. சேது திறக்கியமைப்புக்
2. புதிய திறக்கியமைப்பு
3. புதிய திறக்கியமைப்பு
4. கல்லூரிப் பொருள்கள்

பதிப்பு-2

அ. சேது திறக்கியமைப்பு

1. புதுத் திறக்கும்... வரும் விளக்கங்கள் (167) பாகம் (புதுவை, மூலைதொடர்ந்து காட்டு).
2. மாணவர்களுக்கான நடனக் குறிப்பிட்டு... வரும் விளக்கங்கள் (11) பாகம் (புதுவை, குற்றுத்தொடர் - சேதுமைப்பு.)
3. மாணவர் கல்லூரியானது... வரும் விளக்கங்கள் (15) பாகம் (புதுவை, கல்லூரியானது சேதுமைப்பு.)
4. கல்லூரியானது... வரும் விளக்கங்கள் (51) பாகம் (அதிகாரி, குறுத்திக் காட்டு).
5. மாணவர் மூட்ட அல்ல... வரும் விளக்கங்கள் (213) பாகம், பருவாயில் : புதுவைத்துறை முனிவர்கள், பருவாயில் புவியான் இதைப் போன்றவை; குறுத்திக் காட்டு : செயற்கை, குறுத்திக் காட்டு.
6. கனவுடன் கலந்து வருமாறு... வரும் விளக்கங்கள் போம் பொருட்கு – குறுத்திக் காட்டுப் பொருட்கு (51-67) பாகம்
7. கனவுடன் கலந்து வருமாறு... வரும் விளக்கங்கள் போம் பொருட்கு – குறுத்திக் காட்டு (220-237) பாகம்.

ஆ. சேது திறக்கியமைப்பு

1. சேதுகுறிப்பிட்டு – பொருள்படுத்தல்
   புதுத் திறக்கும் (2 ஆதரவு)
2. சேதுகுறிப்பிட்டு – பொருள்படுத்தல் - தொண்டம் (5 பாகம்)

இ. புதிய திறக்கியமைப்பு

எழுதிய - புதிய நேர்சொல்லாக

1. சேதுகுறிப்பிட்டு – பொருள்படுத்தல் - புதுக்குறிப்பிட்டு
   குறுத்திக் காட்டு, சேது... வரும் விளக்கங்கள் பாகம்
2. சுவருடன் செய்து - நூற்றாண்டு சிற்றுணரும்
மாற்றம் அவளவும் மாறுவது என்னுட்படுத்தவும் பயணத்தில் தனியாலாக
3. வாழ்த்துக்களிடம் - புரட்சி சிற்றுணர்வு
வாழ்த்துக்களிடம் மேற்கிறிய புதுப்பு வாழ்த்துக்கள் பயணத்தில்
4. மனிதியமானவர்கள் - குழுவாளர் - தொடர்பின் படி
மாறும் பயணம்யுற குழுவின் கருத்து மாறும் ... பயணம் தொடர்பாக பயணத்தில்
5. சூழல் செய்து - சிற்றுணரியில்
சூழல் மாறும் மாறன்று மாற்றை மாறுவது ... பயணம் தொடர்பாக பயணத்தில்

கல்வி - நூற்றாண்டினினைப் பிரபலமாக
1. புகழ்பெறுவர்
இறையும் புகழ்பெறுவும் பெருக்குக் ... பயணம் தொடர்பாக பயணத்தில்
2. கைலாசறுப்பர்
இறையும் விளையாட்டு அளவுபெறுவார் குறுகிய ... பயணம் தொடர்பாக பயணத்தில்
3. பதின்பள்ளியார்
நச்சூழல் நம்பியும் ... பயணம் தொடர்பாக பயணத்தில்
4. போத்துரை
நச்சூழல் நல்லதாக நச்சூழல் ... பயணம் தொடர்பாக பயணத்தில்
5. குளிர்ப்பட்டமானவர்
நச்சூழல் நல்லதாக நச்சூழல் ... பயணம் தொடர்பாக பயணத்தில்

தலங்குழு பாணத்தான் கருத்து பயணத்தில் - குறிப்பிட்டு பெரும் தொடர்புத்தமைகள் - 3
பயணத்தில்

சிற்றுணரும்
அழைக்குவாயும் பிரபலமா - எந்த விளக்கம் - 3 பயணத்தில்

பகுதி 3:
சிற்றுணரும்: "அழைக்குவாயும்", இலங்கையில் திசைச் செல்வது 2012 ஆம் ஆண்டுப்படி
சிற்றுணரும் பிரபலமா - எந்த விளக்கம். 
### Paper II– Poetry, Story, Administrative words and Translation

**Poetry:**
1. Suprashid Dohey – Kabir, Rahim, Bihari, Surdas
2. Nar Ho Na Nirash Karo Mann Ko – Maithlisharan gupt
3. Jo Tum Aaa Jaate - Mahadevi Varma
4. Hum Panchi Unmukt Gagan Ke - Shiv mangal singh suman
5. Chalawa - Santosh shreeyansh
6. Yahan Thi Vaha Nadi - Manglesh Dabral

**Story:**
1. Eidgaha - Premchand
2. Vapsi - Usha Priyamvada
3. Me Hindu Hu - Azgar Vagahat
4. Ek Plate Sailab - Mannu Bhandari

5. Administrative words, Anuvad: Anuvad Ki Paribhasha Evam Bhed
6. Anuvad : English to Hindi
SYLLABUS :

**UNITE I** (15Heures)


**UNITE II** (15Heures)


**UNITE III** (15Heures)


**UNITE IV** (15Heures)


**UNITE V** (15Heures)


REFERENCES :

Paper I – Poetry, Prose, One Act Play, Book Review, Grammar

SYLLABUS:

UNIT I Poetry:
- The Hawk in the Rain by Ted Hughes
- Crutches by Bertolt Brecht
- Obituary- A. K. Ramanujan
- Dream Deferred- Langston Hughes

UNIT II Prose:
- The Story of my Experiments with Truth by M.K. Gandhi (Excerpts)
- I have a dream by Martin Luther King
- Farewell Speech by Mark Antony

UNIT III Play:
- Monkey’s Paw
- Bear- Anton Chekhov

UNIT IV Book review:
Excerpts from - ‘To kill a Mocking Bird’, - Trial Scene
“Merchant of Venice”, - Trial Scene

UNIT V Language Component:
- Transformation of Sentences,
- Jumbled Sentences
- Précis Writing

TEXT BOOKS:
1. Macmillan publishers India Ltd.
COURSE RATIONALE:
The learners will be able to conceptualize the components of individual and group behaviour, understand the various work situations and apply behavioral techniques.

COURSE OBJECTIVES:
After completing this course, learners should be able to:

- Understand the implications of individual and group behaviour in organizational context.
- Understand the concept of organizational behaviour, the social organization and the diverse environment alongside with the management of groups and teams.
- Appreciate the concept of organizational culture.
- Manage conflict amongst groups in a business environment.
- Comprehend and apply motivational theories in the workplace.
- Identify changes within organizations and power and politics in organizations.

SYLLABUS:

UNIT I

UNIT II

UNIT III

UNIT IV
Leadership – Meaning – Importance, Leadership Styles – Leaders Vs Managers; Power and Politics – Sources Of Power

UNIT V

TEXT BOOK:

REFERENCES:
COURSE RATIONALE:
This course is designed to equip you with the knowledge of concepts and the ability to apply techniques of cost and management accounting, in order to be able to contribute to the success of a firm. Cost and Management accounting has evolved from being purely concerned with the recording and measurement of costs, to supporting decision makers in their daily and strategic decisions.

COURSE OBJECTIVES:
On completion of this course students would be able to demonstrate knowledge and understanding of
- Understand contemporary developments in cost and management accounting practice
- Understand contemporary approaches to cost and management accounting research
- Critically evaluate different management accounting approaches;

SYLLABUS
UNIT I

UNIT II
Materials: Stores Records – Bin Card – Stores Ledger-First in First Out(FIFO) and Last in First Out(LIFO), ABC Analysis – Economic Ordering Quantity – Maximum, Minimum and Reordering levels.

UNIT III
Overheads: Classification – Allocation and Apportionment of overheads-primary Distribution of Overheads- Secondary Distribution of Overheads. Including 'Machine Hour Rate'

UNIT IV

UNIT V:
Marginal Costing: The Concept – Break Even Analysis – Break – Even Chart – Cost Volume Profit Analysis- Break Even Point –Margin of Safety. Budget and Budgetary Control: Preparation of different types of Budget – Production, Cash and Flexible Budget

TEXT BOOK:

REFERENCES:
COURSE RATIONALE:
This course enables the learners to know about the basics of computers and tools and techniques.

COURSE OBJECTIVES:
After studying this course learners will be able to:
- Understand the basics of Computers hardware and software
- Know the tools and techniques of MS-Office.
- Experience the documentation using Microsoft Office Packages

SYLLABUS:

UNIT I

UNIT II
ER-model, Relational model (relational algebra, tuple calculus) – Database design (integrity constraints, normal forms) – Query languages (SQL) – File structures (sequential files, indexing, B and B+ trees) – Transactions and concurrency control.

UNIT III

UNIT IV
MS-Office : (a) MS-Word (b) MS-Excel (c) MS-Power Point (d) MS-Access

UNIT V

TEXT BOOK:

REFERENCES:
PURPOSE/ OBJECTIVES
To equip the students with the required soft skills that would instill confidence and courage in them, to take up new opportunities for their career.

Topics
Self analysis
  Attitude- perceptions– Positive approach to challenges.
  Change management – ideas & approach
  Goal setting – vision
  Time management - planning
Entrepreneurial skills - Leadership skills
People management – team work, leadership.
Decision making – problem identification

Interview skills – getting familiar with one’s CV – presentation and performance – giving and receiving feedback, setting expectations and exhibiting professional behavior.

Job Search –
Scope of job opportunities / higher education for the courses undertaken –Knowledge of all prominent companies/ concerns related to the respective fields/departments – Employer’s expectations – Practical exposure through industrial visits.
INSTRUCTIONAL OBJECTIVES
- To gain knowledge on the importance of environmental education and ecosystem
- To acquire knowledge about environmental pollution - sources, effects and control measures of environmental pollution
- To understand the various energy sources, exploitation and need of alternate energy resources. Disaster management
- To acquire knowledge with respect to biodiversity, its threats and its conservation and appreciate the concept of interdependence
- To be aware of the national and international concern for environment for protecting the environment

SYLLABUS
UNIT I - ENVIRONMENTAL EDUCATION AND ECOSYSTEMS

UNIT II - ENVIRONMENTAL POLLUTION
Pollution – Air, water, soil – causes and effects and control measures. Specifically: acid rain, ozone layer depletion, green house gas effect and global warming.
Waste management: prevention and control measures of solid waste. (General).

UNIT III - BIODIVERSITY AND ITS CONSERVATION

UNIT IV - ENERGY RESOURCES AND CONSERVATION
Energy resources and their exploitation. Conventional energy sources: -coal, oil, biomass and nature gas (overview)- over- utilization. Non-conventional energy sources: hydroelectric power, tidal, wind, geothermal energy, solar collectors, photovoltaic, nuclear-fission and fusion. Energy use pattern and future need projection in different parts of the world, energy conservation policies.

UNIT IV - NATURAL HAZARDS AND DISASTER MANAGEMENT
Natural and Manmade disasters - types, causes, onset, impacts. (viz. earthquake, flood, drought, cyclone, tsunami, volcanics, landslide, industrial accidents.). Forecasting and managements

TEXT BOOKS:

REFERENCES:
| UNSS14201/ | EXTENSION ACTIVITY (NSS/NCC/YOGA) | L | T | P | C |
| UNCC14201/ | | 0 | 0 | 0 | 1 |
| UYOG14201/ | | | | | |
COURSE RATIONALE:
Marketing is the process for creating, communicating, delivering and exchanging offerings that have value for customers, clients, partners and society at large. Marketing contributes to the fundamental objectives of Businesses namely survival, profits and growth. This course will empower students with the Marketing skills.

COURSE OBJECTIVES:
The overall objective of the course is to provide an understanding of the Fundamental concepts of marketing in the modern marketing practices and develop an insight on the marketing implications that enable students evolve, explore, develop and implement marketing plans.

SYLLABUS:

UNIT I

UNIT II

UNIT III
Sales Forecasting – Various methods of sales forecasting

UNIT IV
Pricing – Factors influencing pricing decisions – pricing objectives – pricing policies and procedures – Types of Pricing Strategy

UNIT V

TEXT BOOK:

REFERENCES:
2. Ramaswamy & Nmakumary-Marketing Management-Global Perspective-Indian Context-Mac Millon India Ltd
COURSE RATIONALE:
The course aims at equipping learners with the analytical and conceptual skills necessary to interpret the nature, forms and incidences of human resources management (HRM) and the key issues facing organizations in their attempts to develop and implement HRM policies.

COURSE OBJECTIVE:
After completing this course, learners should be able to:
- understand the concept of Managing Human Resources and work
- Identify effective Human Resources practices
- Understand the importance of HPR, Training, and performance appraisal

SYLLABUS:

UNIT I
Meaning, Nature and Scope of HRM – Personnel Management Verses HRM-Importance of HRM-Functions of HRM-Classification of HRM Functions

UNIT II

UNIT III

UNIT IV

UNIT V

TEXT BOOK:

REFERENCES:
COURSE RATIONALE:
This course is intended to give a basic idea about Information Systems and the need to study the same from the management perspective. The different units are intended to expose the students to the various aspects like the transformation of today’s businesses with the advent and use of Information Systems, need for security of Information Systems, and the ethical and social issues involved in the use of Information Systems.

COURSE OBJECTIVES:
After studying this course learners will be able to:
- To learn the design, development and security of Management Information Systems
- To understand the various ethical and social issues in using Information Systems
- To gain knowledge in various Decision Support Systems
- To learn the major importance of Information Systems in doing Business effectively
- To employ TALLY for effective accounting and financing performance in the organization.

SYLLABUS:
UNIT I

UNIT II
Concept of System – Characteristics of System – Systems classification – Categories of Information Systems – Strategic information system and competitive advantage

UNIT III

UNIT IV

UNIT V
Fundamentals of Accounting–Creating Masters in TALLY –Vouchers entry and generation of reports –Tally vault and security controls

TEXT BOOK:

REFERENCES:
COURSE RATIONALE:
To provide students with skills necessary to generate reports, Analysis and decision based on study of relevant data.

COURSE OBJECTIVES:
To understand quantitative methods and statistical tools to business problems which would enable to take decisions and quantify various business plans.

SYLLABUS:

UNIT I MATRICES

UNIT II Commercial Maths and Probability
Percentage – ratio and proportion – simple interest and compound interest – profit and loss, Mark price-Discounts(simple problems only)-Index numbers-Chain Base and Fixed based index numbers-Methods of Constructing cost of living index-Probability-concepts -Addition and Multiplication theorems-Conditional Probability-Bayes Therem.

UNIT III FREQUENCY DISTRIBUTION and MEASURES OF CENTRAL TENDENCY & DISPERSION

UNIT IV Time Series
Time Series – Components of Time series-Fitting straight line trend-Demand Forecasting

UNIT V CORRELATION & REGRESSION
Simple correlation analysis – karl pearson’s coefficient of correlation – spearman’s rank correlation coefficient – simple regression analysis.

TEXT BOOK:

REFERENCE:
COURSE RATIONALE:
The training aims to bridge the knowledge gap of the Debt Recovery Agents about
the bank products / policies / procedures and to sharpen the skill sets in collection,
recovery, repossession of securities etc., as well as inter personal behavioral areas
and to improve functional knowledge in the areas of banking products, policies,
processes and procedures.

COURSE OBJECTIVES:
Explain why banks need regulation, and illustrate the key reasons for and against
the regulation of banking systems.

SYLLABUS:
UNIT I
Introduction to Banking – Meaning, Origin, Scope – Indian Banking System- Types
of Banks- Role and functions of Banks – Banking Structure – Branch Banking,
Unit Banking, Group Banking and Chain Banking.

UNIT II
RBI Act, 1934 – Role and Functions of RBI, Monetary Policy of RBI – Provisions
of RBI Act 1935, Banking Regulation Act 1949 – Opening of new banks and branch
licensing – Constitution of board of directors and their rights – Banks share holders and
their rights – CRR / SLR concepts

UNIT III
Negotiable Instrument Act – Cheque – meaning, crossing of cheques, Payment and
collection of Cheque – duties and responsibilities of paying and collecting Banker –
protection available to paying and collecting banker under NI Act – endorsements –
forged instruments – bouncing of cheques and their implications – Banker’s lien – right of
set off – garnishee order – Right of Appropriation.

UNIT IV
Opening of accounts for various types of customers – minors – joint account holders –
HUF – firms – companies – trusts – societies – Govt. and public bodies – Importance of
AML – Know your Customer(KYC) guidelines-Different Deposit Products – services
rendered by Banks – Non fund based facilities.

UNIT V
Recent developments in the Indian Banking System – Retail Banking – Wholesale
Banking – Universal Banking – Narrow Banking – Investment banking – Electronic
Banking – Core Banking, E-Banking – New Products & Services -Factoring,
Securitization, Bancassurance, Mutual Funds, Credit Cards, Home Loans, Personal
Loans, Consumer Loans – Ancillary Services – Remittances, Safe Deposit lockers etc.

TEXT BOOK:
1. K.C. Shekhar and Lekshmy Shekhar, Banking Theory and Practice, Vikas Publishing

REFERENCES:
   2012
2. Basics of Banking, Know your Banking – I by IIBF
COURSE RATIONALE:
This course, Training and Development reflects on the blended approaches to training delivery, team task analysis, just-in-time learning, rapid e-learning, new approaches to training evaluation and improving the transfer of training.

COURSE OBJECTIVES:
By the end of this course learners will be able to:
- Understand the concepts, principles and process of training and development
- Develop an understanding of how to assess training needs and design training programmes in an Organisational setting
- Familiarize with the levels, tools and techniques involved in evaluation of training effectiveness.

SYLLABUS:

UNIT I

UNIT II

UNIT III

UNIT IV
Training methods training requirements, business, game lab training, Training for Personnel and OD, Incidents Cases, Seminars and Lectures, Sampling Real Life, Role Playing Sensitivity Training, In Basket, Designing the Programme-Building Training Groups.

UNIT V

TEXT BOOK:

REFERENCES:
COURSE RATIONALE:
The course introduces students to areas of business management. It provides a wealth of creative and innovative ideas and resources for business owners and managers essential to keep business running smoothly and further take it to the next level.

COURSE OBJECTIVES:
The course aims at enabling students to:
- Learn a range of creative thinking tool and how to practically apply these to the innovation and entrepreneurial process.
- Develop an appreciation of the personal and organizational factors that influence organizational creativity and innovation, and how to influence them.
- Acquire innovation team leadership and facilitation skills that will prepare them to lead teams to achieve breakthrough creativity and problem solving.

SYLLABUS:

UNIT I
Introduction to Creativity and Innovation - The process of Technological Innovation. Need for Creativity & Innovation. Organization and personal factors to promote creativity.

UNIT II
Creativity- Creativity and analytical skill-Difference between Creativity and Analytical skill-Creativity and Problem Solving – Obstacles- Brain storming – Different Techniques for Creative Intelligence.

UNIT III

UNIT IV
Analysis methods. – Project Evaluation Techniques. – Factors associated with evaluation.

UNIT V
Planning and Organization of National Projects. – Quality standards. -Marketing Research.

TUTORIAL
01: Creative designs.
02: Model preparation.
03: Testing of models and Cost evaluation.

Indicative Sources
SYLLABUS:

UNIT I ETHICS (AXIOLOGY):
- To familiarize the students with the concepts of “right” and “good” in individual and social context
- Help him/her determine what action or life is best to do or live
- Right conduct and good life
- Explications for how a highly, or at least relatively highly, valuable action may be regarded as ethically “good”, and an action of low, or at least relatively low, value may be regarded as "bad"
- Value systems- Positive and negative value

UNIT II BEHAVIOURAL PSYCHOLOGY:
- Perceptual, Cognitive and Emotional Development (friendships, peers, moral development)
- Emotions revealed and Emotions assessed
- EQ Tests

UNIT III GREEN VALUES:
- One Thing Affects Many Things — Systems Thinking
- The Exchange Between Trees and Humans

UNIT IV HUMANISM:
- Cross Cultural Learning
- Inclusive humanism
- The inclusive sensibility of all species, planet and lives
- Animalism- theory of evolution
- Religious Values (Reference to World Religion)

UNIT V ETHNICAL AND SOCIAL ISSUES:
- Perspective Discussions
- Movies related to ethnical and social issues will be aired
- Videos related to value inculcation will be aired

TEXT BOOKS:
1. Moral Element by Dr. Shanthichitra, Published by Department of English, FSH, SRM University, Chennai

REFERENCE:
1. Collective Learning for Transformational Change by Valerie A. Brown, Judith A. Lambert
2. Defining the Humanities by Robert Proctor
3. The Moral Animal by Robert Wright
PURPOSE/ OBJECTIVES
Proposed with an integral focus on Campus Placement, this course would train the students on a variety of question types used by the companies and improve their language skill.

Topics
- Synonyms
- Antonyms
- Idioms and phrases
- Sentence completion
- Spotting errors
- Error correction
- Sentence correction
- Reading comprehension
- Writing Curriculum Vitae

Group discussion / Case studies (Topics: Current affairs across all related fields and other such topics of the general criteria)
COURSE RATIONALE:
Students will gain an understanding of basic business legal vocabulary. The course will include an understanding of the legal system related to business administration. Students will gain an understanding of contract law, their rights and responsibilities as citizens, utilization of financial transactions, employment and agency relationships, and the regulations governing different types of business organizations.

COURSE OBJECTIVES:
- To impart basic knowledge of the Indian Industrial legislations.
- To understand the maintenance of industrial harmony and ensuring healthy relationship among the workforce for achieving the organizational goals.
- To familiarize with the different concepts and practices of the Public Relations in organizations.

SYLLABUS:

UNIT I

UNIT II

UNIT III

UNIT IV

UNIT V

TEXT BOOK:

REFERENCES:
COURSE RATIONALE:
Production and operations typically involves the greatest portion of the company’s employees and is responsible for a large portion of the firm’s capital assets. This course is aimed at introducing students with the basic concepts, theories and practices of production and operations functions. It focuses on the problems that frequently confront production/operations managers.

COURSE OBJECTIVES:
To enable students understand the principles, practices and areas of application in shop floor management.

SYLLABUS:

UNIT I
INTRODUCTION

UNIT II
FACILITIES LOCATION AND LAYOUT

UNIT: III
MATERIALS HANDLING SYSTEM AND DESIGN OF WORK SYSTEM

UNITIV
MAINTENANCE MANAGEMENT AND STATISTICAL QUALITY CONTROL
Introduction – Areas of Maintenance – Types of Maintenances – Planning and scheduling of Maintenance – Control of Maintenance – Introduction to SQC – Inspection and Quality Control – Statistical Quality Control – Types of Control Charts for Variables and Attributes – Numerical Problems

UNITV
PURCHASE AND STORES MANAGEMENT

TEXT BOOK:

REFERENCES:
2. P.Saravana Vel, Production and Operations Management, Margam publishers, 2010
COURSE RATIONALE
The course on Database Management System provides a comprehensive study on Database Development Life Cycle, Architecture and Implementation issues.

COURSE OBJECTIVES:
After learning the subject, the student will understand and gather knowledge in the following.
- Database Development life cycle
- Relational Database Management System
- Database Modeling
- Query Languages
- Database Implementation issues

SYLLABUS:

UNIT I

UNIT II
Database Architecture – Design and Data Modeling – Hierachial Model, Network model, Relational model, Object oriented model, ER Modelling, EER Modelling

UNIT III
Structured Query Language (SQL) – DDL, DML and DCL. – Queries and Sub-queries – Examples Joins and unions. pl/sql Database implementation

UNIT IV
Query processing- Query optimization. – Database security – Data Integrity. – Transaction Management & Concurrency control mechanisms.

UNIT V
Backup and Recovery – Knowledge Discovery in Data bases(KDD). – Data Warehousing and Data Mining introduction.

TEXT BOOK:

REFERENCES:
COURSE RATIONALE:
- Operations Research is the study of scientific approaches to decision-making. Through mathematical modeling, it seeks to design, improve and operate complex systems in the best possible way.
- The module covers topics that include: linear programming, transportation, assignment, dynamic programming and integer programming.

COURSE OBJECTIVES:
- To introduce the students how to use variables for formulating complex mathematical models in management.
- To provide the students with opportunity of using various software package for solving linear programming and integer programming models.
- To introduce the students to the use of basic methodology for the solution of linear programs and integer programs.

SYLLABUS:

UNIT I

UNIT II
Linear Programming – Formulating a linear programming model – graphical solutions – standard form – simplex method – Big “m” Method (Simple Problems Only)

UNIT III

UNIT IV

UNIT V

TEXT BOOK:

REFERENCES:
COURSE RATIONALE:
This course aims to introduce the fundamental concepts in Sales management from an organizations viewpoint.

COURSE OBJECTIVES:
After this course the learner will be able
- To understand selling, setting achievable selling objectives.
- To estimate market and sales potential
- To set up a sales organization and lead sales personnel in implementing selling plans
- To achieve three general objectives of any organization namely sales volume, Contribution to profits and continuing growth.

SYLLABUS:
UNIT I

UNIT II
Nature of Sales Management Positions – Functions of the Sales Executive – Qualities of Effective Sales Executives –Sales Organization – Purpose –Setting up a Sales Organization – Basic types of Sales Organizational Structures – Organization of the sales department – Schemes for dividing Line Authority in the Sales Organization

UNIT III

UNIT IV

UNIT V

TEXT BOOK:

REFERENCES:
COURSE RATIONALE:
The nation's tax laws are intended to encourage people to start new businesses and are chock full of incentives and tax breaks, as well as sometimes onerous reporting requirements.

COURSE OBJECTIVES:
- Compare and contrast sole proprietorships, partnerships, and corporations to advise clients in organizing a new business.
- Describe how choice of entity relates to the type of records to keep, noting issues related to substantiation and documentation.
- Outline available accounting periods and methods and the methods for identifying and valuing inventory items

SYLLABUS
UNIT I

UNIT II

UNIT III

UNIT IV
The Central Sales Tax Act, 1956 – Inter-State sales, Intra-State sales and sales in the course of import and export, taxability of inter depot/inter-branch transfer of goods, levy and collection of sales tax procedure; appeals, revision and rectification of assessments – procedure; VAT – meaning – calculation.

UNIT V

TEXT BOOK:

REFERENCE BOOKS:
1. Dinkar Pagare, Income Tax Law and Practice, Sultan Chand & Sons, New Delhi
COURSE RATIONALE:
The course aims a comprehensive study of public relations including identifying and reaching internal and external publics; dealing with print and electronic media; advertising, printing, direct mail; and preparing a public relations plan and budget.

COURSE OBJECTIVES:
Upon successful completion of this course, learners will be able to:
- Understand the distinction between public relations and advertising as well as between publicity/press agencies.
- Evaluate and analyze the ethical and legal responsibilities of the PR writer
- Analyze and evaluate the use of specific language to bring about desired results, e.g., the language of news writing, advertising copy, and direct mail appeals.

SYLLABUS:

UNIT I
Public Relations – definition – essentials of good public relations – public relations for commercial organization.

UNIT II

UNIT II I
Training of public relations officers – PR society of India – Indian Institute of mass communication – Indian press – Trade fair authority of India.

UNIT IV

UNIT V
Ethics and challenges of public relations – international public relations association (IPRA) – code of conduct – the European code of professional conduct

TEXT BOOK:

REFERENCES
COURSE RATIONALE: 
Retail industry is one of the largest sectors worldwide that has a tremendous impact on economy. This course is structured to empower students by the right kind of wisdom, Nuances and confidence that the industry demands in the Global Retail business operations.

COURSE OBJECTIVES: 
- To introduce the Scope and significance of Retail industry, Trends and Challenges.
- To enlighten on Retail Strategies, Opportunities and Competitive advantage.
- To comprehend knowledge on all areas of Retail business operations.

SYLLABUS: 
UNIT I 

UNIT II 

UNIT III 

UNIT IV 
Retail Pricing: Concept and considerations in setting Retail prices, Pricing Strategies, Pricing Techniques, The Internet and Price Competition. Retail Communication Mix: Communication programs, Methods of Communicating with Customers, Planning, Implementing and Evaluating Retail Communication Programs

UNIT V 

TEXT BOOK: 

REFERENCES: 
COURSE RATIONALE:
The purpose of learning this course on Business Outsourcing is to understand the challenges that is faced by industry witness to Outsourcing business activity.

COURSE OBJECTIVES:
Upon completion of this course, each student should have a stronger appreciation of the various issues concerned with business outsourcing.

SYLLABUS:

UNIT I

UNIT II
Call centres – Evolution, Technology and Success factors.

UNIT III

UNIT IV

UNIT V
Service supplier selection – service level agreement – Transition from BPO to KPO up the value chain – The road ahead for business outsourcing – Pre-requisites and precautions – Service quality issues in business outsourcing

TEXT BOOK:

REFERENCE BOOK:
COURSE RATIONALE:
In the recent global scenario of nations moving into consolidation and regionalization, there is increasing interdependence in trade and business activities. The newer issues and challenges require the young students well equipped with recent phenomenon.

COURSE OBJECTIVES:
- To help students acquire familiarity of the knowledge and process of export and import trade.
- To expose them to the recent trends and practices prevalent in the global trade;
- To make the students understand the issues and challenges in the global trade.

SYLLABUS:

UNIT I

UNIT II

UNIT III

UNIT IV

UNIT V

TEXT BOOK:

REFERENCES:
PURPOSE/ OBJECTIVES
This module would train the students on the quick ways to solve quantitative aptitude problems and questions applying logical reasoning, within a short time span given during the placement drives.

Mock interviews on one-on-one basis

Quantitative aptitude
   Partnership
   Simple Interest, Compound Interest
   Profit and Loss
   Problems on Clock, Calendar and Cubes
   Permutation and Combination
   Allegation and mixtures

Logical Reasoning
   Letter and Symbol series
   Number series
   Analyzing arguments
   Making judgments
COURSE RATIONALE:
This course aims at providing students with the knowledge and skills expected of a future manager in relation to investment and financing decisions.

COURSE OBJECTIVES:
- Understand the role and importance of a financial manager
- Identify and evaluate the alternative sources of business finance
- Discuss and apply working capital management techniques
- Understand the factors influencing cost of capital and calculating cost.
- To take decisions on capital structure.
- Evaluate the financial viability of investments

SYLLABUS:

UNIT I

UNIT II

UNIT III
Cost of capital – Basic concepts, rational and assumptions – Cost of equity capital – Cost of debt – Cost of preference capital – Cost of retained earnings- Weighted Average Cost of Capital.

UNIT IV
Capital structure decision of the firm – Composition and sources of long – term funds – Factors determining funds requirements.

UNIT V
Financial Information systems – Capital Budgeting – Pay Back Period (PBP) – Net Present Value (NPV) – Average Rate of Return – Internal Rate of Return – Only Simple Problems

TEXT BOOK:

REFERENCES:
COURSE RATIONALE:
This course inspires entrepreneurial development through interactive lectures, workshops, and case studies in contemporary situations. Students will gain awareness of entrepreneurial skills, sources, structures and dynamics. Students will develop individual and group skills for generating innovative ideas and find ways to apply these ideas to address current issues and problems in different industries and settings.

COURSE OBJECTIVES:
After the completion of course the learner should be able to
- Understanding of the sources of opportunities and development of the skills to identify and analyze these opportunities for entrepreneurship.
- Understanding of the industry dynamics of and factors for developing successful innovations and apply this understanding to different sectors.
- Development of a personal skill set for entrepreneurship and specific concepts and tools for combining and managing an organization.

SYLLABUS:
UNIT I
Concept of Entrepreneurship - Entrepreneurship – Meaning – Types – Qualities of an Entrepreneur – Classification of Entrepreneurs – Factors influencing Entrepreneurship – Functions of Entrepreneur

UNIT II

UNIT III

UNIT IV
Entrepreneurial Development Programmes (EDP) – Role, relevance, and achievements – Role of Government in organizing EDPs – Critical Evaluation.

UNIT V

TEXT BOOK:
1. Dr.C.B. Gupta, Dr.N.P.Srinivasan, Entrepreneurial Development, Sultan Chand & Sons, 2009.

REFERENCES:
COURSE RATIONALE:
The purpose of learning this course on TQM to make the learners understand that quality is related to the present and future needs of the customer, the candidate to manage competition.

COURSE OBJECTIVES:
To enable the students to understand the principles, practices and application in Total Quality Management and Concepts.

SYLLABUS:

UNIT I
INTRODUCTION TO QUALITY

UNIT II
CONTRIBUTIONS OF QUALITY GURUS

UNIT III
CONTINUOUS PROCESS IMPROVEMENT TOOLS

UNIT IV
BENCH MARKING AND QUALITY FUNCTION DEPLOYMENT

UNIT V
QUALITY CIRCLES AND INTRODUCTION TO QUALITY MANAGEMENT SYSTEM

TEXT BOOK:
1. Dr. V. Jayakumar, Dr. R. Raju, Total Quality Management, Lakshmi Publications, 2005.

REFERENCES:
COURSE RATIONALE:
The course brings out the necessity to inquire of business problems in an empirical approach. Its goal is to help students to understand research practice, research cycle in general through critical examination of methods associated with decision-making, critical thinking, and ethical judgment.

COURSE OBJECTIVES:
The overall objectives of this course are:
- To help students develop a thorough understanding of the fundamental theoretical ideas and logic of research. These fundamental ideas underpin the approach to research, the vast range of research methods available and the researcher’s choice of methods.
- To help students develop a thorough understanding of the issues involved in planning, designing, executing, evaluating and reporting research within a stipulated time period

SYLLABUS:
UNIT I

UNIT II

UNIT III

UNIT IV
Test of significance – Assumptions about parametric and nonparametric tests. Parametric tests – chi-square, T-Test, F Test and z Test. Introduction to ANOVA.

UNIT V

TEXT BOOK:

REFERENCES:
COURSE RATIONALE:
The course aims in understanding leadership, behaviour of a leader, leadership styles and leadership development in the international platform. Strong leaders build strong teams. Hence, this course also attempts to understand managing and building teams.

COURSE OBJECTIVES:
Upon successful completion of this course, learners will be able to:
- Clearly articulate an understanding of setting vision and mission as a leader.
- Identify and describe several theories of leadership.
- Learn to have an increased awareness of leadership skills within the context of their daily life.
- Acquire thorough knowledge and understanding of multiple facts of team management.

SYLLABUS:

UNIT I
Leadership Attributes – Styles – Theories of Effective Leadership – charismatic leader, transformational leader.

UNIT II

UNIT III

UNIT IV
Description of teams in the organizations – organizational context of teams -- structure, culture, support, human resource policies – team topography – purpose of teams, types of teams, size, diversity, extent of use.

UNIT V
Intra-team processes (task-related) : mission, goals, objectives, action planning – intra-team processes (relationship-related) : communication, conflict, trust, decision-making – inter-team processes: conflict, coordination – team effectiveness – measures of productivity, satisfaction, etc.

TEXT BOOK:
1. Uday Kumar Haldar, Leadership And Team Building, Oxford Publications, 2011

REFERENCES
COURSE RATIONALE:
The purpose of learning this course is to expose the students to the evolution and growth of services marketing sector which is a dominant player besides products marketing. This course will enable students to acquire the knowledge of services market, to design service marketing strategies to be offered to major service sectors like Health care, Hospitality, Tourism, Logistics, Educational and Entertainment Industries.

COURSE OBJECTIVES:
At the end of this course on Services Marketing the learner will be able to:
- Define service
- Classify services
- Project service life cycle
- Develop new service
- Measure service quality gap
- Position, price, deliver, services

SYLLABUS:

UNIT I

UNIT II
Assessing service market potential – Classification of services – Expanded marketing mix – Environment and trends – market segmentation, targeting and positioning.

UNIT III

UNIT IV
Positioning of services – Designing service delivery System, Service Channel–Pricing of services, methods – Service marketing triangle – Integrated Service marketing communication.

UNIT V

TEXT BOOK:

REFERENCES:
1. Palmer,Adrian,"Principles of Services marketing",MCGradows Hill
COURSE RATIONALE:
This course aims at providing the students a comprehensive introduction to the areas of security analysis and portfolio management and equipping them with advanced tools and techniques for making profitable investment decisions.

COURSE OBJECTIVES:
On completion of this course, the learner should be able to
• Identify and analyse the various investment avenues.
• Understand the functions and importance of Indian security market
• Understand and analyse economic, industry specific and firm specific factors.
• Analyse and predict the trend of stock price movement
• Able to frame portfolio of investment to reduce risk and earn profit

SYLLABUS:

UNIT I
Meaning of Investment- Characteristics and Objectives of investment- types investment-investment and their lives-Sources of finance

UNIT II
Financial market- types-primary market- role and importance of primary market-methods of floating new issues-stock exchange in India -BSE, NSE, OTCEI-SEBI-Regulatory Role of SEBI -listing

UNIT III

UNIT IV
Fundamental and technical analysis-forecasting techniques (industry analysis –industry classification-industry life cycle) – company analysis-technique analysis-charting analysis –trend analysis-difference between fundamental and technical analysis.

UNIT V
Portfolio analysis – portfolio selection-portfolio revision-portfolio evaluation

TEXT BOOK:
1. Security Analysis & portfolio management – Dr. Punithavathy Pandian (vikas publication)

REFERENCES:
1. Investment analysis & portfolio management – R.P.Rastagi
COURSE RATIONALE:
The learners get trained to understand the complex issues related to planning, organising and conducting an event. They also become skilled at the art of handling the team.

COURSE OBJECTIVES:
After completing this course, learners should be able to:
- Sharpen their vision, increase business acumen and enhance event management skills.
- View 360 degree perspective on event management
- Acquire thorough knowledge and understanding of multiple facts of team management

SYLLABUS:

UNIT I
Designing corporate events that meet customer’s needs – the fundamentals of corporate hospitality – - Managing customer expectations – Types of corporate events

UNIT II
In-house vs. event management companies – Corporate event packages – Staff events – Customer events -Team building – Nature of Teams – Types of Teams

UNIT III
Charity Events and Award Ceremonies – Setting fund raising targets and objectives – Working with volunteers and committees – Generating goodwill and media exposure – Commissioning celebrities – MCs and entertainment

UNIT IV
Outdoor Events,- Concerts – Logistics – Risk Management – Types of outdoor events – Risk management – Planning and logistics, Marketing and sponsorship

UNIT V
Celebrity events- Concerts – Launches – Fashion shows – National festivals and high-profile charity events – Liaising with agents – Contract negotiations – Client briefings – Celebrity wish lists and expectations – Paparazzi and entourages

TEXT BOOK:
1. Event Entertainment and Production, Mark Sonder, Wiley & Sons, 2010

REFERENCES:
2. Professional Event Coordination, Julia Rutherford Silvers, Wiley Desktop Editions, 2012
COURSE RATIONALE:
The subject on “Data warehousing & Data Mining” is to provide an introduction to the field of Data Analysis, which has been defined as the extensive use of data, quantitative analysis, exploratory and predictive models, and fact-based management to drive decisions and actions. The development and use of data warehouses and data marts to support data analytics is discussed. The use of key performance indicators, dashboards and scorecards for performance management and opportunity assessment are addressed.

COURSE OBJECTIVES:
The subject on Data warehousing & Data Mining is designed to enable students to
- Use of data in the organisation
- Understand the Business analytics using data
- Learn the predictive models and quantitative analysis

SYLLABUS:
UNIT I INTRODUCTION
Introduction: The Evolution Of Data Warehousing (The Historical Context), The Data Warehouse – A Brief History, Characteristics, Operational Database Systems and Data Warehouse (OLTP & OLAP), Today's Development Environment

UNIT II DATA PROCESSING
Data Marts, Metadata, Multidimensional Data Models: Types of Data and Their Uses, from Tables and Spreadsheets to Data Cubes, Identifying Facts and Dimensions, Designing Fact Tables

UNIT III DATAWAREHOUSE
Principles of Data Warehousing(Architecture and Design Techniques): System Processes, Data Warehousing Components, Architecture for a warehouse, Three-tier Data Warehouse Architecture, Steps for the design and construction of Data Warehouses

UNIT IV DATA MINING
Data Mining: Introduction: Motivation, Importance, Knowledge Discovery Process, KDD and Data Mining, Classification of data mining systems, Major issues, from Data warehousing to data Mining.

UNIT V DATA INTEGRATION
Data Integration and Transformation, Data Reduction, Data Warehouse and OLAP Technology for Data Mining: data warehouse, Architecture, Implementation, Data warehouse usage.

TEXT BOOK:

REFERENCES:
2. Soumen Chakrabarti, Earl Cox, Ian H. Witten, Morgan Kaufmann, Data Mining: Know It All, 2008.
COURSE RATIONALE:
The purpose of learning this course on Logistics Supply Chain Management is to understand the challenges that are useful in developing and sustaining efficient and effective supply chains required by organizations in today’s dynamic market place.

COURSE OBJECTIVES:
To enable the students to understand the principles, practices and application in Logistics and supply Chain Management

SYLLABUS:

UNIT I
INTRODUCTION TO LOGISTICS
Logistics system – concept, objectives and scope – Logistics interface with Marketing – Logistics system elements – Importance and relevance to export management – Managing towards logistics excellence.

UNIT II
LOGISTICS DOCUMENTATION
Import and export documentation – Frame work – Standardized pre-shipment Export documents – Commercial and regulatory documents.

UNIT III
MODES OF TRANSPORTATION
Concept of multi modal transport – Different transport modes – Modal interfaces – Intermodal systems – road/rail/sea; sea/air; road/air; road/rail, sea/rail, sea/road – Inland Container Depot (ICD) & Container Freight Station (CFS) Terminals

UNIT IV
INTRODUCTION TO SCM
Supply Chain Management – Global Optimization – importance – key issues – Inventory management – Economic lot size model. Supply contracts – centralized vs. decentralized system

UNIT V
STRATEGIES IN SCM

TEXT BOOK:

REFERENCES:
1. Logistics Management World Seaborne Trade – Dr.KrishnaveniMuthiah, PHI, 2010
2. Logistics and Supply Chain Management – G. Raghuram, PHI 2010
Purpose/Objectives
This module is designed to suit the need of the outgoing students and to acquaint them with frequently asked patterns in quantitative aptitude and logical reasoning.
Mock interviews on one-on-one basis

Quantitative aptitude
- Time and Distance
- Height and Distance
- Problems on Ages, Trains
- Pipes and Cistern Boats and Streams
- Probability

Logical Reasoning
- Direction Sense test
- Venn diagrams
- Seating arrangements
- Cause and effect
- Blood relation test
- Dice
- Logical verbal puzzles
COURSE RATIONALE:
To disseminate the theory and practice of moral code of conduct in all business practices and to gain insight into the extent of ethical misconduct in the workplace and the pressures for unethical behaviour.

COURSE OBJECTIVES:
After learning this subject, the student will be able
- To equip students with understanding of the ethical philosophies, principles, models that directly and indirectly affect business.
- To understand the link between business ethics and social responsibility.
- Examine the foundations and evolution of business ethics.

SYLLABUS:

UNIT I

UNIT II
Types of Ethical Issues – Bribe – Coercion – Deception – Theft – Unfair Discrimination

UNIT III

UNIT IV

UNIT V

TEXT BOOK:

REFERENCES:
COURSE RATIONALE:
Focuses on corporate and divisional policy formulation and implementation. The knowledge and techniques learned in earlier courses will be applied in an integrated fashion to the process of strategic decision making and organizational change. Among the topics considered in the course will be the relationships of organizations to their environments, the hierarchy of organizational objectives, structured as well as informal approaches to strategic planning, the integration of business functions, organizational structure, and policy implementation and evaluation. A significant aspect of the course is devoted to assessing the competitive dynamics of firms.

COURSE OBJECTIVES:
- To develop an understanding of the concepts, tools and techniques of corporate strategic management so as to enable them to develop analytical and conceptual skills and the ability to look at the totality of situations
- To learn the role that various models developed by different thinkers to improve strategic thinking.
- To familiarize with the different concepts and practices of the strategic decision making and analysis of external environment.

SYLLABUS:
UNIT I - Background and basics

UNIT II - Basics of Business Policy
Business Policy-Types, Basic concepts of policy3-Programs, procedures, budgets, Objectives, rules, tactics-Differences among policy, strategy, Program and tactics. Environmental Scans and Forecasts, Michael Porter's five forces-Opportunities and Threats, Internal analysis-Strength and Weaknesses, SWOT & Competitive advantage

UNIT III - Strategic Management

UNIT IV - Strategic Planning & Choice

UNIT V - Strategic Implementation, Evaluation and control

TEXT BOOK:

REFERENCES:
COURSE RATIONALE:
This course provides the constitutional framework of Industrial legislations in India and explains the laws relating to factories, payment of wages, Industrial disputes, Trade unions and collective Bargaining.

COURSE OBJECTIVES:
- To impart basic knowledge of the Indian Industrial legislations.
- To understand the maintenance of industrial harmony and ensuring healthy relationship among the workforce for achieving the organizational goals.
- Provisions related to Industrial Disputes, Trade Union and Workmen Compensation.

SYLLABUS:
UNIT I
FACTORIES ACT, 1948:

UNIT II
THE PAYMENT OF WAGES ACT, 1936 :

UNIT III
THE INDUSTRIAL DISPUTES ACT, 1947 :

UNIT IV
TRADE UNION ACT 1926
Growth & Functions of Trade Union – Definitions – Agreements not affected by the Act – Regulation – Rights & Privileges, Duties & Liabilities of a Registered Trade Union – General & Special Fund – Amalgamation & Dissolution of Trade Union.

UNIT V
WORK MEN COMPENSATION ACT 1923 –
Definition – need – Scope and coverage of act – Employer liability for compensation including theory of national extension – Employer and occupational diseases – Defenses available to employer – Amount and distribution of compensation – Notice of claim – Medical examination – Obligation and rights of employer and employee – Schedule of Act

TEXTBOOK:

REFERENCES:
COURSE RATIONALE:
The purpose of learning this course on E-commerce and Internet is to identify several considerations of internet that affect the choice of IT applications and E-Commerce business models in the present scenario.

COURSE OBJECTIVES:
- After studying this course learners will be able to:
  - Know the Advantages of conducting business online.
  - Understand how to use the web to market products worldwide at a nominal price.
  - Experience the Readily available customer service in encouraging the customer to know more about the product or service.

SYLLABUS
UNIT I

UNIT II

UNIT III

UNIT IV

UNIT V
The Internet and its basic concepts :- Internet concept, History, Development in India: Technological foundation of internet; Distributed computing; Client – server computing; internet protocol suite; Application of distributed computing; Client server computing; Internet protocol suite in the internet environment; Domain Name System (DNS) ; Generic Top Level Domain (gTLD) : Country code Top Level Domain (ccTLD) – India : Allocation of Second level domains; IP addresses, Internet protocol; – Applications of internet in business, Education, Governance, etc.

INTERNET LAB
TEXT BOOK:

REFERENCES:
COURSE RATIONALE:
This course produces a practical exposure and help the students to get placed.

COURSE OBJECTIVES:
- To bridge the gap between industry and institution.
- To gain 'on the field' experience and identify contemporary problems faced by the industry.
- To equip students for placements.
- To gain practical exposure to become future professionals.

INTERNSHIP AND PROJECT WORK
Each candidate has to undergo internship for not less than 30 days in any industry during the 5th Semester holidays and has to submit the report for the same in the 6th Semester.

Guidelines for Project Work
1. Candidate should submit the internship certificate to the supervisor.
2. Project can be in any field of specialization (HR, Finance, Systems, Marketing and related Management based topics)
3. The project report should be neatly presented in not less than 60 pages.
4. Paper size should be A4
5. 1.5 spacing should be used for typing the general text. The text should be 'justified' and typed in the font style (Font: Times New Roman, Font Size: 12pt for text, 14pt for sub-headings)
6. The candidate should submit the periodical report of the project to the supervisor.
7. TWO reviews would be conducted before the viva-voce.
8. Each candidate should submit 2 hard copies and one soft copy in CD to the Department. After the evaluation of the project report one hard copy would be returned to the candidate.

EVALUATION SCHEME

<table>
<thead>
<tr>
<th>Component</th>
<th>Marks</th>
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<tr>
<td>Internal</td>
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<tr>
<td>Project Evaluation and Viva voce-Ex.</td>
<td>50</td>
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<tr>
<td>Total Marks</td>
<td>100</td>
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Note: If a candidate fails to submit the Project report or fails to appear for the viva-voce examination then the candidate should submit or appear only in the next academic year Viva-voce Examination.
COURSE RATIONALE:
The purpose of learning this course on service operations management is to provide good exposure to manage the industries in the services sector from management point of view.

COURSE OBJECTIVES:
Upon completion of this course, each student should have a good appreciation of the Theoretical and Practical aspects of service management.

SYLLABUS:

UNIT I
Services & Society-Nature of services & service Encounters – Customers as the focus of service Management

UNIT II
Service Management in the international Arena -Service Strategy and Competitiveness.

UNIT III

UNIT IV
Managing Demand and supply in services – Queuing and simulation – Service Quality and continuous improvement – Tools and techniques of total quality management – Service productivity and measurement of performance.

UNIT V
Forecasting demand for service – vehicle routing and scheduling – Project Management – Linear and Goal applications for service – service inventory system.

TEXT BOOK:

REFERENCES:
COURSE RATIONALE:
The purpose of learning this course is to provide an introduction to the concepts, terminologies and technologies used in modern day’s data communication, computer networking and security issues.

COURSE OBJECTIVES:
After studying this course learners will be able to:
- Understand the need for security
- Identify Legal, Ethical and Professional issues in Information security
- Learn about risk management
- Understand the Information security maintenance

SYLLABUS:

UNIT I
Introduction to Information Security – characteristics of information – components of information system – information security and access – security system development life cycle. – Business needs of security.

UNIT II
Threats, attacks, malicious code, back doors, password crack, spoofing, man-in-the-middle, spam, sniffers and timing attack – Risk Management. – risks identifications – risk control strategies

UNIT III

UNIT IV
Introduction to VPNs – Access control – cryptography. – Physical security – importance of ISO network management model – monitor external and internal security

UNIT V
Law and ethics in information security – relevant Indian laws. – International laws and legal bodies for data security – misuses of the resources in the Corporates – issues in legal, ethical and Professional

TEXT BOOK:

REFERENCES:
COURSE RATIONALE:
The course provides an insight to the concepts, applications, e-CRM solutions and implementation of CRM.

COURSE OBJECTIVES:
To enable students understand the concept of Customer Relationship Management, CRM applications in Consumer and Business Markets and application of Technological tools for e-CRM solutions.

SYLLABUS:

UNIT I THE CONCEPT OF CUSTOMER RELATIONSHIP MANAGEMENT
Introduction-explosion of CRM in marketing and IT-enablers of growth of CRM-criticality of customer relationships-Adoption and implementation of CRM-conceptual foundations of CRM-building customer relationship and economics of CRM.

UNIT II CRM APPLICATIONS IN CONSUMER AND BUSINESS MARKETS
CRM in service industries-Banking,Insurance,telecom,Hospitality,HealthCare,Airlines etc.-CRM in B2B markets.

UNIT III TECHNOLOGICAL TOOLS FOR CRM
Components of eCRM solutions-Introduction-Data Ware housing-Data mining-campaign management-sales force automation-Customer Service and Support-Rule of interactive Technologies-Product offerings in the CRM Market Space-Contact Centers for CRM.

UNIT IV CRM IMPLEMENTATION
Implementation road map-Developing a relationship orientation-customer centric marketing and processes-Building organizational capabilities through Internal Marketing-Issues in Implementing a Technology solution for CRM

UNIT V OPERATIONAL ISSUES IN IMPLEMENTING CRM
Process view of CRM-learning from customer defections-customer retention plans-evaluating retention programmes.

TEXT BOOK:

REFERENCES:

COUSRE OBJECTIVE:
This course on professional ethics introduces the students to ethical practices around the world. It will help the students to understand and imbibe within them ethical values which are important in furthering one’s professional life in their workplaces.

UNIT I
– Virtues – Respect for others – Honesty – Courage - Commitment – Empathy
– Challenges in the workplace – Character – Spirituality – Corporate excellence

UNIT II
Variety of moral issues – Types of inquiry – Moral dilemmas – moral autonomy –
Kohlberg’s theory – Gilligan’s theory – Consensus and Controversy – Models of
professional roles – Theories about right action

UNIT III
Self interest – Customs and religion – Use of ethical theories – Valuing time –
Cooperation Codes of ethics – Outlook on law – The challenger case study

UNIT IV
Safety and risk – Assessment – Responsibility and rights - Risk benefit analysis –
reducing risk – The three mile island and Chernobyl case studies

UNIT V
Global issues – Multinational corporations – Environmental ethics – Computer
ethics – Weapons development and ethics – Moral leadership

REFERENCES:
1. Naagarazan. R.S., A textbook on Professional Ethics and Human values,
VII SEMESTER

COURSE RATIONALE:
Thinking helps in effective communication. Thinking skills is included to help in logical planning and decision making. Communication is the lifeline of business management. This course is designed to develop effective oral and written communication.

COURSE OBJECTIVES:
After studying this course learners will be able to:
- Enhance thinking and communication skills
- Communicate effectively to the needs of the corporate world
- Choose the appropriate method like arguments to achieve the desired results
- Use problem solving and spatial reasoning
- Organize thoughts more clearly and effectively
- Develop business relations

SYLLABUS:
UNIT I
Recognizing, analyzing and responding to arguments - supporting and expanding arguments with explanation and evidence - Applying analytical skills and critically evaluating - conclusion and inference.

UNIT II
Developing problem solving approach using information, processing, data finding and solutions - spatial reasoning using models, hypothesis, reasons and inference.

UNIT III
Speaking and reading skills - speaking in English - Exercises on common mistakes - understanding one self and ones value, self introduction - expressing confidently ones ambition, attitude towards society and life - Role Plays and Self-Critic exercises – News paper reading and Book reading - reading speed and comprehension exercises - developing rapid reading skills

UNIT IV
Listening Skills - body language, developing and reading body language, communicating in a group - role play - developing listening skills - working in a team - Managerial etiquettes – E-mail etiquettes - Telephone skills - Managing Meetings - Effective Group discussions - Interview Skills

UNIT V
Written communication - case analysis – letter writing - Enquiry letter, sales letter, complaint letter, Job application and Resume Writing – Report writing

REFERENCES:
2. Michael Gelb, How to Think like Leonardo Da Vinci, Seven Steps to Genius Every day, Dell 2000
4. Dr.K.Alex - Soft Skills: Know Yourself and know the world, S. Chand and Company, 2010
5. Written Case Analysis - SRM Publication
   Ranjini Manian, Upwardly Mobile, Behavioral & Business Skills for the new Indian Manager, Penguin India, 2011.
COURSE RATIONALE:
As decision makers, managers have to be familiar with the basics of accounting. This course aims to impart the basics of preparation and analysis of financial statements. It also aims to equip the future managers with decision making fundamentals when faced with alternate choices. As objectives can be achieved only through fixing targets, a basic knowledge about preparations of budgets, and fine tuning of current operations to achieve the budgets is sought to be taught.

COURSE OBJECTIVE:
On completion of this course the learner is expected to:
- Apply appropriate judgment derived from knowledge of accounting theory, to financial analysis and decision making.
- Prepare financial statements in accordance with Generally Accepted Accounting Principles.
- Employ critical thinking skills to analyze financial data as well as the effects of differing financial accounting methods on the financial statements.
- Define the needs of the various users of accounting data and demonstrate the ability to communicate such data.
- Develop an ability to prepare various budgets for a firm with the help of projections provided.

SYLLABUS:
UNIT I
Financial statements - positional and activity statement - financial statements prepared at the end of the year - conclusions that you tend to make by reading the financial statements of a company.
Delivery mode: Lectures, case presentations.

UNIT II
Financial position of a company using ratios - common size statements, comparative statements, and trend analysis - working capital - funds flow and cash flow statements and comment on the liquidity, profitability, solvency and activity levels of the firms.
Delivery mode: Lectures, Numerical, Problem solving, cases.

UNIT III
Time value of money in financial decisions - compounding and discounting - Equated Monthly Installments 1` - project appraisal techniques - Internal Rate of Return and Cost of Capital - Discounted Cash flows - capital rationing - mutually exclusive and mutually inclusive projects. – Factors that underpin the decisions involving alternative choices.
Delivery Mode: Group discussions, Problem solving, Cases.

UNIT IV
Significance of Budgetary control - steps in preparing various budgets - cash budgets with the given information - Zero Base Budgeting – application of budgeting techniques in practical scenario?
Delivery Mode: Problem solving, case discussions, seminars, guestlectures.
UNIT V
Reading the financial statement of a bank/public utility and comment on its financial position – financial statements of real estate companies - necessity to standardize reporting practices.
Delivery mode: Case presentations, Group discussions and Lectures

REFERENCES:
COURSE RATIONALE:
Philosophy deals with Goals of human existence at the Individual and Collective levels and efficient Ways and Processes through which such Goal(s) can be obtained, with an in depth of understanding of Nature and Human Mind. Business Management needs to take inputs from Philosophy to maximize Efficiency and Stakeholder & Individual Satisfaction.

COURSE OBJECTIVE:
On completion of this course the participant is expected to:
- Understand the basics of Philosophy to understand where these can be applied in Business Management and improving individual efficiency.
- Understand the concept of Corporation & expectations of Stakeholders and Social responsibility.
- Understand the Ethical values and Role of Business Ethics in Business Management.
- Understand the Issues ‘for’ and ‘against’ Ethics in Business to judicially apply Ethical Values and Codes.
- Understand the Prevention and Corrective mechanisms to minimize/eliminate Unethical Practices.
- Understand Ethical Codes and their implementation.
- Understand Ethical Processes.

SYLLABUS:
UNIT I Overview
An Overview of Philosophy, Religion and Philosophy, Overview of Process of Management, Philosophy for Management, Benefits of study of Philosophy for Management, Overview of Western and Eastern Philosophical thoughts and select list of Philosophers.

UNIT II Select Philosophers:
Eastern: Classical: Confucius; Buddha; Bhagavad Gita, Thirukkural and Chanakya’s Neeti Shastra, Charvaka Philosophy of Materialism, Modern age: Swami Vivekananda, Gandhiji.

UNIT III Process of Business Management: Historical Developments:
Historical Evolution of Ancient Businesses, Development of Management Processes – Pioneers of the Initial Decades- F Taylor, H L Gantt H Fayol, Max Weber Elton Mayo, Rise of Large / Multi National Corporations & increasing complexity of Management, Stakeholders Relationships, Corporate Social responsibility; Rise and Role of Internet and IT and Communication Technologies, Worldwide Economic Reforms & Globalization., Environmental Pollution and Depletion of Natural Resources, Collapse of large companies due to questionable practices &Global Financial Institutional crisis of the last decade, Need for strict laws and ethical conduct.

UNIT IV Process of Business Management - Modern Age:
Management process Organizing, Planning, Directing, Controlling, Corporate Governance Model, Strategic Planning Model - Planning & Control, Organizational Behaviour Model - Organizing and Directing, Current Age Management Thinking - Drucker, Porter, Prahlad and others.
UNIT V Application of Philosophy in Business Management:
Law abidance and Ethical conduct beyond Law :Ethics and Law, Ethical Values & Business Ethics, Theories of Ethics; Ethical Conflicts and Compromises; Issues for & against Ethics in Business; Beyond profit – Stakeholders’ Expectations and Social responsibility; Environment prompting Unethical Conduct, Preventive and Corrective Mechanisms; PMRE, Ethical Codes in Functional Areas; Sustainable Development, Setting up of Ethical Codes, Beyond Ethical Codes: Process Management - for individual fulfillment/satisfaction and Organizational Efficiency, Fine-tuned Ethical Conduct as an individual choice.

REFERENCES:
2. Mary C. Gentile, Giving Wise to Values, Yale University Press, 2010
5. A.C. Fernando, Business Ethics – An Indian perspective. Pearson, 2009
7. Peter Drucker, Concept of Corporation, Pearson, 1946
COURSE RATIONALE:
To provide exposure to the happenings in the macro economy and facilitate a better-informed decision making on the part of the learner

COURSE OBJECTIVE:
The expected outcome after learning this course is that the student will be able to:
Understand the functioning of economy and its inter-connection with business firm
Know the distinction between the controllable internal micro environment and the uncontrollable external macro environment
Contextualize the concepts of economics in corporate decisions.
Appreciate the impacting of macro policy in business

SYLLABUS:

UNIT I

UNIT II
Individual decision making both Micro and Macro. Introduction to the concept of Market – Managerial decisions being influenced by Forces of Demand and Supply- Relevance of their Elasticity in decision making – Demand forecasting: requirements and methods. Production and Resource procurement decisions - Allocation and utilization in short run and long run and managerial issues involved.

UNIT III
Decisions influenced by laws of returns to scale and cost decision making – Different types of analytical costs and economies of scale- Types of Market Competition and pricing- Determination of Price in various degrees of competitions – Why Price discrimination and how it is done - Issues involved in price discrimination- Pricing policies. Break Even Analysis and its usage in decision making process.

UNIT IV
The role of Government in business, in different economies- Why should the Government interfere and How it is done- Economic growth, development and their indicators – GDP, NDP, GNP, NNP, PPP, Employment, Money supply; Inflation ,Price index, Exchange rate , Oil Index, NIFTY, NSE, BSE, Rate of Interest, PCI, PCS, PCC, Industrial Index, FDI, FII.- What are the influences of these indices on the decisions involved in micro and macro level.

UNIT V
REFERENCES:
COURSE RATIONALE:
The exposure to this course will develop the necessary skills in learners to manage self and others in the group. It is a multi-skill based course.

COURSE OBJECTIVES:
After studying this course, learners will be able to:
- Equip with behavioural competencies, developing their managerial skills
- Practice Windows Operating System and learn MS-Word and MS-power Point of MS Office.
- Assess self
- Understand Stress and ways to manage stress
- Identifying learner’s daily routine
- Comprehend Cross – cultural diversity and diversity management
- Editing and proof reading documents
- Presenting information in columns and tables

SYLLABUS:
UNIT I
Self Awareness – Self Portrait – Self Assessment
UNIT II
Continuous Learning - learning styles – identifying one’s personal style of learning: Book review (who moved my cheese) – rules of learning – individual development plan (IDP) – Multiple Intelligence – 360 degree evaluation of IDP – Techniques of managing IDP – Executing a Mini Project on Learning
UNIT III
Stress - Managing Stress – Symptoms of Stress – Sources of Stress – reactions to stress – yoga
Time Management – identifying student’s daily routine – Executing a mini project (An interview with an achiever) – Tips for effective time management – Time Wasters (Causes and Solutions)
UNIT IV
Diversity management -diversity – common organizational diversity issues – managing diversity
UNIT V
REFERENCES
4. June Dennis, Phil Webster, Management Consultancy and Skills, Pearson, 2005.
COURSE RATIONALE:
As future managers, it is imperative for the students to understand the nuances of finance. Hence this course lays stress on all aspects of personal, business and corporate finance.

COURSE OBJECTIVE:
1. On completion of the course, the learners should be able to:
2. Compute cost of capital of various sources, overall cost of capital and leverages
3. Evaluate the financial viability of investments by developing proficiency in valuation techniques both DCF (Discounted cash flow) and others
4. Able to compute requirement of working capital and apply various techniques in controlling and management of inventory
5. Compare the financial systems of the world and perform a cost-benefit analysis of various sources of finance available for the firm.
6. Describe the practical considerations while taking capital structure and dividend decisions

SYLLABUS:

UNIT I

Delivery Mode: Problem solving, lectures,

UNIT II
Financial decisions - avenues for which a manufacturing firm requires finance - terms of financing available for a firm from a global perspective - long term finance differ from short term finance - cost of various components of capital – venture capital - relevance - angel investors - Private Equity - IPO - FPO - Weighted Average cost of capital -

Delivery mode: lectures, cases, problem solving

UNIT III
Capital structure - theories - decisions - debt and equity – Leverage – operating – financial – combined – addition of debt to increase value addition – indifference Point – practical considerations - relevance and irrelevance of debt to equity ratio in modern finance – risk adjusted project appraisal techniques – CE – Decision tree – simulation – scenario analysis

Delivery mode: cases, numerical, problem solving, newspaper articles, Group discussion
UNIT IV


Delivery mode: Problem solving, cases, lecture, discussions, presentations

UNIT V


Delivery mode: Problem solving, cases, invited lectures

REFERENCES:
COURSE RATIONALE:
This course is intended to give a basic idea about Information Systems and the need to study the same from the management perspective. The different units are intended to expose the students to the various aspects like the transformation of today’s businesses with the advent and use of Information Systems, need for security of Information Systems, and the ethical and social issues involved in the use of Information Systems.

COURSE OBJECTIVES:
To understand the basic concepts of Information Systems applicable to Management
To study the design, development and security of Management Information Systems
To learn about the various modules in ethical and social issues in using Information Systems
To Practice Data processing using MS-Excel and MS- Access

SYLLABUS:

UNIT I

UNIT II

UNIT III
Ethical and Social Issues in Information Systems – Understanding ethical and social issues related to systems – Ethics in an information society – Moral Dimensions of Information Systems - Case Studies

UNIT IV

UNIT V
Lab Exercises

- Practice the use of MS Excel Spreadsheet
- Practice the use of MS Access Database
- Graphs using MS Excel
- Application of Formula in MS Excel
- Breakeven Analysis using MS Excel
- Creation of Table in MS Access
- Calculation of Net Margin using MS Excel

REFERENCES:
COURSE RATIONALE:
Marketing is the process for creating, communicating, delivering and exchanging offerings that have value for customers, clients, partners and society at large. Marketing is crucial to understanding of most businesses and a vital ingredient for business success. This course is designed to develop vision on concepts and their applications to deliver value with a lot of real time examples.

COURSE OBJECTIVES:
After studying this course learners will be able to:
- Understand Market, Marketing and Marketing Management
- Develop the selling skills
- Know how Marketing strategies drive businesses
- Sketch the marketing environment
- Draw insights in marketing information through research
- Differentiate Markets
- Group, divide and focus marketing attention to deliver value to target customers
- Differentiate products and services and build brands
- Design and develop new products to deliver value
- Price, distribute and communicate through offers and build up customer value
- Be responsive to customer, government, public and environment.

SYLLABUS:

UNIT I
Understanding Marketing Management :Marketing-Definition, Scope, Importance and New Marketing realities-Core marketing concepts-Market orientations- Developing and implementing marketing strategies and plans that deliver value- Understanding Markets, Market Demand, and the Marketing Environment.

UNIT II

UNIT III
Building strong brands: Creating and Building Brand equity-Measuring and managing Brand equity-Brand Strategy and Customer equity-Creating Brand Positioning and dealing with competition-Competitive strategies-Shaping the market offerings: Setting product strategy and Marketing through the life cycle -Designing and Managing services-Developing pricing strategies and programs.

UNIT IV
Delivering value: Marketing channels and value networks-Channel design and management decisions-Channel Integration and Systems- E-Commerce Marketing Practices-Managing Retailing, Wholesaling and Logistics.
UNIT V

REFERENCES
COURSE RATIONALE:
Effective execution of HR supports any organization to retain itself in the pinnacle. Human Resource Management gives learners in-depth, hands-on experiential learning applications to help them develop the skills they will need as human resource professionals to execute and deal with diverse settings and situations.

COURSE OBJECTIVE:
After studying this course learners will be able to:
- Articulate an understanding of execution of HRM in organizations.
- Identify the building blocks of HR execution
- Comprehend -right people in right place

SYLLABUS:
UNIT I

UNIT II
Human Resource Requirements – Job Analysis/Planning/ Outsourcing/ Mergers/ Layoffs – Recruiting and Selection

UNIT III
Effectiveness in Human Resources: Orientation/Training/Career Development – coaching - link between rewards and Performance – Leadership – Operationalizing Culture

UNIT IV
Compensation and Security - Benefits – Implementation of compensation and benefits

UNIT V
Employee Relations – Organizational Discipline - employees motivation - HR in International arena - Term Project

REFERENCES
5. Rod Jones, HRM Fundamentals, Pearson, 2012
<table>
<thead>
<tr>
<th>MB 13301</th>
<th>SUMMER INTERNSHIP (8 WEEKS)</th>
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</tbody>
</table>
COURSE RATIONALE
To achieve the objective of creating an entrepreneurial mind set. Encourage entrepreneurial thinking. This course provides learners a set of tools for experience finding and developing innovative alternatives to address value creation either for profit or for nonprofit or social enterprise.

COURSE OBJECTIVES
To develop creative and innovative skills, Review different creativity methodologies and models
To learn how to start an enterprise and design business plans that is suitable for funding considering all dimensions of business.
To know the knowledge funnel by way of understanding how the business innovation takes place
To creation of business canvas with focus on nice key elements of business model creation.
To run a small enterprise with small capital for a short period and experience the science and art of doing business

SYLLABUS:

UNIT I Innovation and Design Thinking
The Knowledge Funnel; The Reliability Bias; Design Thinking; Transforming the Corporation; The Balancing Act; World-Class Explorers; Developing Oneself as a Design Thinker; How to be successful entrepreneur?

UNIT II Business Models

UNIT III Introduction to Entrepreneurship
Understanding the Meaning of Entrepreneur; Characteristics and Qualities of an Entrepreneur; Classification of Entrepreneurs; Factors Influencing Entrepreneurship; Entrepreneurial Environment; Entrepreneurial Growth; Problems and Challenges of Entrepreneurs; Entrepreneurial Scenario in India

UNIT IV Entrepreneurship Feasibility Analysis
Starting an Enterprise; Idea Generation; Identification of Business Opportunities; Market Entry Strategies; Marketing Feasibility; Financial Feasibilities; Political Feasibilities; Economic Feasibility; Social and Legal Feasibilities; Technical Feasibilities; Managerial Feasibility, Location and Other Utilities Feasibilities
UNIT V Business Plan and Financial Support

Business plan – Meaning, Scope and Need; Business plan Formats; Project report preparation and presentation; Project appraisal; Why some business plan fails? MSMEs, Financial support banks, institutions and agencies; Venture capital; Government schemes and Policies

REFERENCES:
COURSE RATIONALE:
This Course extends the knowledge of environmental analysis, strategic planning, strategic formulation, strategic implementation and strategic evaluation applicable to business organization. This subject equips students to develop appropriate strategies based on SWOT analysis and other management analysis.

COURSE OBJECTIVE:
At the end of this course students will be able to:
- Understand the concept of objectives, mission, vision, programmes and policies.
- Evaluate the strategies of different companies.
- Evaluate all functional strategies of management in global scenario.
- Understand the organization structure, code of ethics and tactical plans.
- Formulate strategies suitable for non-profit organization.
- Understand evaluation, control and feedback processes.

SYLLABUS:
UNIT I

UNIT II

UNIT III

Plans, Functional Strategies or Policies, Creativity, Role of IT/internet, Strategic issues in small business & non-profit organization.
UNIT IV

UNIT V

REFERENCES:

COURSE RATIONALE:
This course provides an introduction to the field of business analytics, which has been defined as the extensive use of data, statistical and quantitative analysis, exploratory and predictive models, and fact based management to drive decisions and actions. The development and use of data warehouses and data marts to support analytics is discussed. Application of selected data mining techniques to business decision making situations is illustrated.

COURSE OBJECTIVES:
After studying this course students will be able to:
- Gain an understanding of how managers use business analytics to formulate and solve business problems, and support managerial decision making.
- Become familiar with the processes needed to develop reports and analyze business data.
- Understand how to use and apply selected business analytics software for Finance, Marketing, Operations, and Human Resources Management.
- Introduction to Predictive Analytics Software (PASW) - Forecasting - Modeling - Statistical Methods - Finance - Marketing - Operations - HR Analytics

SYLLABUS:
UNIT I
Overview of Business analytics – Components of Business analytics – data warehousing – data mining – mindset required for a business analytics profession

UNIT II
Concept of Data Warehousing – Online analytical processing - Business Analytics and Data visualization

UNIT III
Introduction to Data, Text and Web mining - Performance Management

UNIT IV
Data mining methods and Applications – Frequency analysis, Correlation, regression, Chi-square, Forecasting, Factor analysis, T-Test, Cluster analysis using Predictive Analytics Software (PASW)

UNIT V
Finance – Marketing – Operations – Human Resource analytics using PASW

REFERENCES:
2. Darren George and Paul Mallery, "SPSS for Windows STEP BY STEP-A simple guidance and Reference 17.0 UPDATE", PEARSON, First Impression 2011
4. Computer Applications in Business by S. V. Srinivasa Vallabhan – Sultan Chand & Sons
# FUNCTIONAL ELECTIVES

## MARKETING

<table>
<thead>
<tr>
<th>Code</th>
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<td>MB 13MM02</td>
<td>PRODUCT MANAGEMENT</td>
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<tr>
<td>MB 13MM03</td>
<td>CONSUMER BEHAVIOR</td>
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<td>MB 13MM04</td>
<td>SERVICES MARKETING</td>
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<td>MB 13MM05</td>
<td>SALES MANAGEMENT</td>
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<td>MB 13MM06</td>
<td>PRICING DECISIONS</td>
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<td>MB 13MM07</td>
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<td>SOCIAL MEDIA MARKETING</td>
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<td>MB 13MM12</td>
<td>NEW VENTURE CREATION</td>
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<tr>
<td>MB 13MM13</td>
<td>MARKETING RESEARCH</td>
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COURSE RATIONALE:
The purpose of learning this course is to expose the students to the realms of Marketing communication vis-à-vis advertising, sales promotion and direct marketing. This course gives a focus to design the promotional mix offered to customers.

COURSE OBJECTIVES:
At the end of this course on Integrated Marketing Communication the learner will be able to:
- Identify the communication mix
- Integrate consumer behaviour with marketing communication
- Differentiate advertising and sales promotion tools
- Evaluate the effectiveness of advertising message and measure media reach and favorability
- Prepare ad copy and propose a budget for ad campaign
- Understand the operations of advertising agency
- Gain insights in the role of Public relations, direct marketing mix and Event management
- Observe the social implications of advertising and code of conduct.
- Develop the nuances of effective integrated communication

SYLLABUS:
UNIT I
Integrated Marketing Communication- Concept, Process, Communication Mix, IMC plans- Consumer Behaviour and IMC Plan-Case studies

UNIT II
Sales promotion and advertising- Types, Techniques of Sales Promotion-Advertising- Objectives and Perspective: AIDA & DAGMAR- Classification & Functions of advertising-Advertising Media- Media Types and Media mix- Media Selection, Planning and Strategy- Case studies

UNIT III

UNIT IV
Other Media- Public Relations- Personal Selling- Online Marketing- Event management- Movies and Documentaries - Case studies
UNIT V

Social Implications of Advertising, Moral and Ethical Issues in Advertising- Case Studies

Delivery mode: The course is discussed through a combination of Lectures - Case Studies- Presentations, Industry visits, Field visits- Discussions and Debates - Assignments-Mini Projects-Experiential Learning through Internships.

REFERENCES:

COURSE RATIONALE:
The Purpose of this course on Product Management is to provide the learner with a strong foundation on concepts to enable Understand, develop, build, measure, analyze and manage brands and product categories for any enterprise.

COURSE OBJECTIVES:
After this course on Product management the learner will be able to:
- Learn what is product mix
- Classify products
- Design the marketing plan
- Strategize product offers over its life cycle stages
- Do competitor analysis
- Forecast market and sales potential
- Learn new product development process
- Understand consumer needs
- Set & Measure marketing metrics
- Understand, develop, build, measure, analyze and manage brands and product categories.

SYLLABUS:
UNIT I
Product management basics-What is a product- Levels of product-Classification – Product mix, Defining competitive set, Category attractiveness analysis, Competitor analysis, Customer analysis -Elements of product strategy over life cycle.

UNIT II
Marketing strategy decisions of pricing - advertising - promotion - channel- Brand extensions-New Product development.

UNIT III
Branding- Can anything be Branded-Strategic brand Management process-Brand elements (Criteria and option) - Building a strong brand - Brand equity- Secondary Brand Associations -Identifying and establishing brand positioning-positioning guidelines.

UNIT IV
Integrated marketing communications and program to build brand equity-Brand leveraging-Brand equity management system-Qualitative and Quantitative techniques for measuring brand equity- Brand architecture -The Brand product Matrix- Brand Hierarchy-Designing a Brand Strategy– Corporate Branding
UNIT V
Reinforcing Brands-Revitalizing Brands- Rebranding -Retiring Brands-
Adjustments to Brand port folios.

Delivery Mode: The course is offered through a combination of:
1. Seminars by Faculty [supported by learners readings]
2. Class Exercises based on Product and Brand Management problems
3. Case Analysis
4. Brand Audit Projects

These four streams of learning form an integrated process. The seminar shall
focus on core concepts and tools and prevalent practices in Industry and
Academics. The Class Exercises [mostly based on Indian case lets, Case
Analysis and Brand Audit Project are very much based on the content of
Seminars and Readings.

REFERENCES:
3. Kevin Lane Keller, ‘Best Practice Cases in Branding: Lessons from the
## COURSE RATIONALE:
The purpose of learning this course is to expose the students to the mindset of consumers and their buying behavior. This subject helps them to psyche the consumers mind as to what motivates them to buy, and answer the questions like, who, what, when, how, how much, where and for whom.

## COURSE OBJECTIVES:
After studying this course learners will be able to:
- Develop the skills to Map the consumer’s mind set
- Know, how consumer behaviour models illustrate the buyer’s behaviour
- Distinguish between internal and external factors influencing buyer behaviour
- Explain the influence of motivation, perception, personality, attitude, learning as self-image and Life styles
- Understand how family, reference group, socio-cultural and opinion leadership influences buying behaviour
- Explain buying decision process
-Expose to emerging issues in buying behaviour.

## SYLLABUS:

### UNIT I
Concepts–Significance – Dimensions of Consumer Behavior– Application of knowledge of Consumer Behaviour in marketing decisions-- Case Studies

### UNITII
Industrial and individual consumer behavior models - Howard- Sheth, Engel – Kollat, Web star and wind Consumer Behavior Models–Implications of the models on Marketing decisions-Case Studies

### UNIT III
Psychological Influences on consumer behavior –Psychographics-Consumer Motives- motivation – perception – personality Learning and Attitude-Self Image and Life styles–Consumer expectation and satisfaction - Case Studies

### UNIT IV
Socio-Cultural, Cross Culture-Family group–Reference group–Communication-Influences on Consumer behavior, High and low involvement-Pre-purchase and post- purchase behavior- Case Studies

### UNIT V
Delivery mode: The course is discussed through a combination of Lectures - Case studies- Presentations, Field visits- Discussions and Debates - Assignments-Mini Projects-Experiential Learning through Internships

REFERENCES:
COURSE RATIONALE:
The purpose of learning this course is to expose the learners to the evolution and growth of services marketing sector which is a dominant player besides products marketing. The learners will develop the knowledge of services market, to design marketing strategies to be offered to major service sectors like Health care, Hospitality, Tourism, Logistics, Educational and Entertainment Industries.

COURSE OBJECTIVES:
After studying this course on Services Marketing the learner will be able to:
- Define service economy, nature and scope of services sector
- Develop and design marketing strategies
- Classify services, Project service life cycle
- Develop, Position, price and deliver services
- Measure service quality gaps
- Set strategies for wide choice of service sectors.

SYLLABUS:

UNIT I
Definition–Service Economy–Evolution and growth of services sector–Nature and Scope–Unique characteristics–Challenges and issues–Case studies

UNIT II
Assessing service market potential–Classification of services–Expanded marketing mix–Environment and trends–Market segmentation, targeting and positioning–Case studies

UNIT III

UNIT IV
Positioning of services–Designing service delivery System, Service Channel–Pricing of services, methods–Service marketing triangle-Integrated Service marketing communication -Case studies

UNIT V
Delivery mode: The Course is discussed through a combination of Lectures - Case Studies- Presentations, Industry visits, Field visits- Discussions and Debates - Assignments-Mini Projects-Experiential Learning through Internships.

REFERENCES:
COURSE RATIONALE:
The purpose of learning this course is to expose the students to nuances of Salesmanship and train them to face the grueling maneuvers of selling. The students would learn the techniques of selling besides gaining hands on training on forecasting. This course exposes them to the banalities of hardcore sales job.

COURSE OBJECTIVES:
After studying this course on Sales Management the learners will be able to:
  - Develop the selling skills
  - Differentiate different techniques of selling
  - Forecast sales, and predict market potential
  - Understand the functions of a salesman’s job
  - Get an idea about the compensation plans in this profession
  - Get trained on-the-job and off-the-job
  - Prepare sales budget and delineate sales territories

SYLLABUS:

UNIT I
Evolution of the Sales Management - Concepts - Objectives - Types of Personal Selling Objectives.

UNIT II

UNIT III

UNIT IV
Purpose of Sales Organization - Setting up Sales Organization - Basic types of Sales Organizational Structures - Selecting Sales Personnel. Building Sales Training Programs - Defining Training Aims - Deciding Training Content - Selecting Training Methods - Organization for Sales Training - Evaluating Sales Training Programs - Case Studies

UNIT V
The Sales Budget: Purpose of the Sales Budget - Form and Content - Budgetary Procedure - Quotas: Objectives in using Quotas - Types of Quotas and Quota Setting Procedures - Sales Territories: Sales Territory Concept - Reasons for Establishing Sales Territories - Procedures for Setting up Sales Territories-Case Studies

Delivery mode: The course is discussed through a combination of Lectures - Case Studies- Presentations, Industry visits, Field visits- Discussions and Debates - Assignments-Mini Projects-Experiential Learning through Internships.

REFERENCE:
5. Pradip Kumar Mallik, 'Sales management', Oxford University Process, 2011
6. Miller, 'Proactive Sales Management: How to lead, Motivate, and stay ahead of the Game, 2009
COURSE RATIONALE:
The purpose of learning this course is to provide an in depth understanding of Pricing a product or service in the competitive scenario. Pricing is a potential tool of Marketing to enhance the shareholders wealth. This course will enable the learner understand concepts, strategic pricing methods and evolve skills to structure pricing for optimal benefits in varied market situations.

COURSE OBJECTIVES:
After this course on Pricing Decisions the learner will be able to:
- Analyze and apply various key concepts and tools to pricing and product planning and
- Management processes.
- Critically review the different methods of pricing and how appropriate pricing Strategies can be developed for different marketing situations
- Apply the Pricing effectively in the Marketing Mix
- Develop strategic pricing methods that derive value to win over the competition
- Understand misconceptions about pricing and its limitations

SYLLABUS:

UNIT I Introduction to Pricing
Strategic importance and role of pricing; pricing objectives and their relationship with overall business objectives- Key considerations in developing a pricing strategy including cost, demand and competitive factors- Components of the Strategic pricing pyramid- Value creation, Price structure, Price and value communication, Pricing Policy and Price Level- Case Studies

UNIT II Value Creation and Value communication
Value creation- The role of value in Pricing- The Economic value of the Product -Economic Value Estimation (EVE)- Delivering the value based product to consumers- strategic importance’s of EVE- Value based market segmentation -Advantages and disadvantages of the Value based pricing-Value communication-The four strategies in developing a value communication- Case Studies

UNIT III Price structure and Segmentation
Price metrics and pricing- How to create a good metric and manage the cost with metrics- Segmentation and pricing -Benefits of Segmentation by Buyer Identification, Purchase Location, Time of Purchase, Purchase Quantity, Product bundling, Tie Ins and Metering and Product Design-Importance of segmented pricing- Case Studies

UNIT IV Pricing Method
Costs Analysis Pricing method: Role of Cost in pricing a product- Identifying relevant costs for making pricing decisions-? How cost structures influence pricing strategy-
Financial Analysis Pricing Method: Pricing for profit-maximization – Break-even sales analysis- Competition Pricing Method: Consideration of competitors pricing strategy- Understanding the Pricing Game, Price Wars, Reacting to the competition - Managing the competitors information and competing on price-Case Studies

UNIT V: Pricing Decision over Product Life cycle
Product life cycle-Understanding the product stage for pricing- How to price the innovated product, Pricing New Product for Growth, Pricing the established Product in Maturity Stage and Pricing a product in a market decline- Case Studies

Delivery mode: The course is discussed through a combination of Lectures - Case Studies- Presentations, Industry visits, Field visits- Discussions and Debates - Assignments-Mini Projects-Experiential Learning through Internships.

REFERENCES:
COURSE RATIONALE:
The purpose of learning this course is to expose the students to the dynamics of the rural market and give them the understanding of concepts, techniques and processes of rural Marketing.

COURSE OBJECTIVES:
After studying this course on Rural Marketing the learner will be able to:
  - Gain awareness about the applicability of the concepts, techniques and processes of marketing in rural context.
  - Familiarize with the specific problems related to sales in rural markets.
  - Understand the working of rural marketing institutions and agricultural products.
  - Strategize for pricing the products for rural market
  - Design marketing communication for the market
  - Assign channels and design distribution strategies
  - Contribute to the growth of rural market by opting to serve the market.
  - Develop Skills to aid, design, achieve and sustain rural market share.

SYLLABUS:

UNIT I
Rural Markets-Nature and Characteristics, evolution in India-Indian rural market profile- Products for Rural Markets-Comparative analysis of Rural and urban markets. Rural marketing Challenges and opportunities-case studies

UNIT II
Rural Marketing research- Consumer Behaviour-segmentation of rural market - New product development -Product life cycle and Rural Marketing Strategies-Case studies

UNIT III
Rural specific Pricing-Objectives, Process, Methods, strategies and policies-Case studies

UNIT IV
Marketing communication- Nature of heterogeneous market communication – Media strategies for rural market –Communication process in rural market – Effective rural communication –Designing rural market message and special characteristics of rural advertising and promotion–Rural sales management- Special features of rural sales planning.-Case studies

UNIT V
Marketing channels and distribution strategies, logistics and support systems- Agricultural marketing- cooperative marketing, marketing of animal products-Role of Financial Institutions and cooperative institutions in rural marketing-Case studies

Delivery mode: The course is discussed through a combination of Lectures - Case Studies- Presentations, Field visits- Discussions and Debates - Assignments-Mini Projects-Experiential Learning through Internships.

REFERENCES:

6. Rajagopal ,'Rural Marketing in India', , Renaissance, Delhi, 1989
COURSE RATIONALE:
The purpose of learning this course is to expose the students to one of the evolving areas in Marketing namely, Social Media marketing. It is a platform which is viral in communication spreads into the virtual self of everyone who has an online presence. This medium doubles as a communication spectrum for advertisers to capture the preying eyes of relentless surfers with marketing messages.

COURSE OBJECTIVES:
After this course on Social Media Marketing the learner will be able to:
- Understand how to use social media for business
- Know the different tools of social media
- Know what viral marketing is
- Advertising using social media as a platform
- Audit effectiveness through Social media metrics
- Strategize the communication offer in social media
- Develop Skills and Design effective SMM promotion presentations

SYLLABUS:
UNIT I
Marketing Fundamentals-Fundamentals of Social Media marketing- RSS Feeds and Social Bookmarking- Conversational Marketing- Word of mouth communication and Social media marketing- Viral marketing-Measuring the viral marketing networks-Identifying Friends, fans and followers and their importance to Social media marketing- Blogs and Websites-Case Studies

UNIT II
Twitter techniques and tactics -Using Twitter as a research tool, LinkedIn + BrandYou -Ethics, Security, Privacy, and Policy- Video / Photo / Audio Sharing (YouTube, Flickr, Podcasting)- Social Networking - Facebook, White Label, Color, Other, Face book for Business
-Case Studies

UNIT III
Public Relations - The Social Media Release- Reputation Monitoring- Crisis Management-- Advertising in and with Social Media: Measuring ROI, the financial implications of advertising over social media - Customer satisfaction- Awareness-Measuring customer satisfaction over social media-measuring awareness over social media- Coupon Sites – Group on- Living Social-Benefits to Marketing-Case Studies

UNIT IV
Other Location Based Services – Foursquare, Other, Pinterest- Mobile Social - Social Gaming- Virtual Currency- Meet Ups- Wikis- Alternate Realities- Forums- Communities
UNIT V
Strategic Integration of Social Media into Marketing Plan- Final Social Media Marketing Promotion Presentations-Case Studies

Delivery mode: The course is taught through a combination of Lectures - Case Studies- Presentations, Industry visits, Field visits- Discussions and Debates - Assignments-Mini Projects-Experiential Learning through Internships.

REFERENCES:

COURSE RATIONALE:
The purpose of learning this course is to expose the students on the importance of relationship marketing in the face of intense competition and information clutter from the businesses. This course lays the foundation for an in-depth understanding of how relationship marketing aids in sustaining the market share.

COURSE OBJECTIVES:
After studying this course on Relationship Marketing the learner will be able to:
- Know the foundation of relationship marketing
- Learn the role of Relationship Marketing in the consumer market
- Understand the buyer-seller relationship
- Understand the dynamics of relationship in mass markets
- Decipher the role of Information technology in RM
- Undertake profitability analysis.
- Develop skills to aid and sustain market share through Relationship Marketing.

SYLLABUS:
UNIT I
Conceptual foundation of Relationship Marketing-evolution of relationship marketing- its significance in Indian context

UNIT II
Relationship marketing of Services vs. Relationship marketing in Consumer markets-Buyer seller relationships

UNIT III
Relationship marketing in Mass markets, relationship marketing and marketing strategy -Case Studies

UNIT IV
Relationship marketing and distribution channels Case Studies

UNIT V
Role of Information Technology in building, maintaining and enhancing relationships- Customer profitability design and analysis- Case Studies

Delivery mode: This course is discussed through a combination of Lectures - Case Studies- Presentations, Industry visits, Field visits- Discussions and Debates - Assignments-Mini Projects-Experiential Learning through Internships.
REFERENCES:

COURSE RATIONALE:
The purpose of learning this course is to expose the students to how Business to business marketing takes place, how they maintain their relationships, and what are the strategies they adopt to overcome competition.

COURSE OBJECTIVES:
After studying this course learners will be able to:
- Understand perspectives of Business market
- Distinguish business buyer from personal buyer
- Describe the relationship between buyer and seller
- Segment the business market
- Estimate the demand among segments
- Illustrate the new product development process
- Manage the services in B2B markets
- Know the role of channels
- Find how important is supply chain management
- Understand how industrial products are priced
- Know the role of advertising, sales promotion and personal selling
- Measure the performance of industrial selling.
- Develop skills to evolve effective Marketing strategies to aid and sustain B2B market share

SYLLABUS:
UNIT I
Business marketing perspective- Organizational buyer- Buyer Behaviour- Business marketing and Consumer marketing- characteristics of Business buyer- Business products-Distinctive features of business buying- Organizational buying Process- external and internal influences on business buying-Case Studies

UNIT II

UNIT III
UNIT IV

UNIT V
Marketing Communications- advertising &sales promotion - Personal selling- Performance measurement:

Delivery mode: The Course is discussed through a combination of Lectures - Case Studies- Presentations, Industry visits, Field visits- Discussions and Debates - Assignments-Mini Projects-Experiential Learning through Internships.

REFERENCES:
COURSE RATIONALE:
The purpose of learning this course is to make the students aware of the imminent threat of depleting natural resources and the responsibility of businesses to be socially responsible with green products and practices for sustainable future.

COURSE OBJECTIVES:
After this course on Green Marketing the learner will be able to:
- Comprehend and apply effective marketing techniques to clean energy economy businesses.
- Develop a personal brand that drives demand for services.
- Develop and implement a marketing strategy and plan.
- Set up a professional website that generates quality leads that enhances products and services.
- Present the value and benefits of green: alternative energy sources, energy efficiency, safe and non-toxic products, sustainable services, products and processes.
- Develop skills in green Marketing practices

SYLLABUS:

UNIT I
Introduction to green marketing-strategic green planning-environment and consumption - Green Product- Green Behaviour- the government’s role and the initiatives taken-Green, Is it a business opportunity -Five shades of green consumers-Segmenting the green consumers, based on Green interest- Green consumer’s motives-Buying strategies of green consumers-Case Studies

UNITII
Green Marketing paradigm- Designing green products- A life cycle Approach: Life cycle strategies for sustainable product design-Case Studies

UNITIII
Innovate for Sustainability: eco-design to eco- innovation- Five strategies for eco-innovation-The challenges of communicating with sustainability-Fundamentals of green marketing- strategies of sustainable marketing communication.-Case Studies

UNIT IV
Establishing Credibility- Partnering: Green wash- strategies for establishing credibility for sustainable branding of green products- Partnering for success-Case Studies

UNIT V
Sustainability Leaders addressing the new rules-Green marketing : A beginning or the new order of the day- Conclusion
Delivery mode: The course is discussed through a combination of Lectures - Case Studies- Presentations, Industry visits, Field visits- Discussions and Debates - Assignments-Mini Projects-Experiential Learning through Internships.

REFERENCES:
7. Diane Martin and John Schouten 'Sustainable Marketing', Prentice Hall, April 28, 2011
COURSE RATIONALE:
The course on New Venture Creation is designed to equip nascent entrepreneurs with the skills necessary to start a scalable business. It will help in analyzing the step wise process required for starting up the business.

COURSE OBJECTIVES:
After this course on new venture Creation the learner will be able to:
- Enhance skills to create new ventures.
- Understand creation and identification of opportunities
- Understand the initiation process of starting a venture.
- Develop a business model that generates strong revenue streams

SYLLABUS:
UNIT I
The Entrepreneurial mind: The principles for achieving the entrepreneurial greatness - entrepreneurial reasoning; entrepreneurial mind in action; - analysis ; the role of role models ; Myths and Realities.

UNIT II
Entrepreneurship – innovation, new venture formation – the process involved, Building an entrepreneurial society.

UNIT III
Identify Opportunity – demystifying entrepreneurship through creating, shaping, recognizing and seizing, screening venture opportunities.

UNIT IV
Should there be Plan-B? The Business Plan – The entrepreneurial manager- How to attract the right talents in new venture and build the team- Personal ethics-The processes and procedures involved in the setting up of the venture- legal aspects.

UNIT V
Resource Requirements- Financing venture growth capital ; the deal – valuation , structure , negotiation, obtaining debt capital - Beyond start – up.

REFERENCE:
COURSE RATIONALE:
The purpose of learning this course is to equip the students with the skills of designing and implementing the marketing research programs across the spectrum of marketing function in order to introspect, perceive, plan & design methodologies, analyze and solve day to day problems of the organization with regard to their marketing function.

COURSE OBJECTIVES:
After studying this course on Marketing Research the learners will be able to:
- Develop a research plan for execution.
- Comprehend and apply effective marketing research techniques to solve day to day marketing problems.
- Develop and implement a marketing research program for providing solution to the managerial decision making function.
- Set up a professional methodology and analytical procedure to scientifically arrive at solutions for business queries.
- Learn the value of scientific research for problem solving and decision making.
- Present the findings and results for managerial action to gain competitive advantage and stay ahead of competition.

SYLLABUS:

UNIT I
Introduction-The Role of Marketing Research- The Marketing Research Process. The Human Side of Marketing Research: Organizational and Ethical Issues.

UNIT II
Designing Research Studies- Qualitative Research- Secondary Data Research in a Digital Age - Survey Research- Observation-Conducting Marketing Experiments.

UNIT III:

UNIT IV

UNIT V:
Analysis and Reporting- Basic Data Analysis-Testing for Differences Between Groups and for Relationships Among Variables-Communicating Research Results

Delivery mode: The course is discussed through a combination of Lectures - Case Studies- Presentations, Field work- Discussions and Debates - Assignments-Mini Projects-Experiential Learning through Internships.

REFERENCE:
## FINANCE

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<td>MB 13FM13</td>
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COURSE RATIONALE:
To provide an in-depth exposure to the issuance, valuation, legal backing and usage of various financial instruments; to acquaint the students with global financial markets and practices in analyzing securities, creation, evaluation and management of efficient portfolios.

COURSE OBJECTIVE:
On completion of the course the learner should be able to:
- Describe the general structure of various financial markets.
- Value financial products such as common stocks and fixed-income securities.
- Analyze multiple companies for possible inclusion in the portfolio.
- Build a diversified portfolio and assess portfolio performance.

SYLLABUS:

UNIT I
Investment - types of investment - investment avenues - components of financial system- functions - trade off between risk and return –
Mode of delivery: Lecture Mode /PPT – Theories of Investment and Indian Financial System
Problems /Numerical in the area of Risk Vs Return

UNIT II
Investment avenues – valuation - Valuation of securities – Bonds – stocks and other securities
Mode of delivery: Lecture Mode /PPT – Investment Avenues, Problems /Numerical in the area of Valuation of Securities- Stocks/ Bonds

UNIT III
Fundamental analysis - technical analysis - types of charts - Patterns used in Technical Analysis- Efficient Market Hypothesis (EMH)
Mode of delivery: Lecture Mode /PPT – Fundamental Vs Technical Analysis Problems /Numerical in the area of Valuation of Securities- Stocks/ Bonds

UNIT IV
Capital Asset pricing Models – APT – Random Walk Hypothesis
Mode of delivery: Lecture Mode /PPT – CAPM/ Random Walk Theory/ Efficient Market Hypothesis Problems /Numerical in the area of Valuation of Securities- Stocks/ Bonds

UNIT V
Construction of Portfolio – evaluation of portfolio models - revision of portfolio
REFERENCES:

COURSE RATIONALE:
To make the students know the various financial services and their working and the usefulness to business and industry. To enable the students acquire sound knowledge in application of Merchant Banking and Financial Services to enhance their growth and stability.

COURSE OBJECTIVE:
On completion of the course, the learners should be able to:
- Assess the methods of forecasting market trends so as to determine profitability, viability, etc.,
- Create, Evaluate and manage investment portfolio.
- Analyze investment proposals and evaluate financial assets for investment purposes.
- Compare and contrast the quality and delivery of financial service products provided by financial institutions.
- Apply this knowledge to their life to seek to financial markets for investment purposes.
- Identify the factors that affect the return of a risky asset, and utilize the techniques to manage those risks.

SYLLABUS:

UNIT I
Mode of delivery: Lecture Mode /PPT-

UNIT II
Mode of delivery: Lecture Mode /PPT-

UNIT III
Mode of delivery: Lecture Mode /PPT, invited lectures

UNIT IV
Mode of delivery: Lecture Mode /PPT-

UNIT V

Mode of delivery: Lecture Mode /PPT

REFERENCES:

MB 13FM03 BANKING SERVICES AND OPERATION

COURSE RATIONALE:
To enable students to understand the latest practices and procedures in the banking sector so that they can enhance their career options in the banking industry.

COURSE OBJECTIVE:
On completion of the course, the learner should be able to
   Evaluate various functions/ operational aspects associated with banks.
Develops an ability to comprehend the increasing global demand to develop and sustain responsible professionalism in global banking.

Assess the various banking products/services.

SYLLABUS:

UNIT I
Banking basics- recent developments in the Indian banking systems- types of Banks- Banking structures - breakthroughs in Indian Banking industry - role and function of Banks as a Financial Intermediary - Constituent of Payment System,
Mode of delivery: Lecture Mode /PPT- Indian banking systems

UNIT II
Wholesale Banking and Retail Banking – guidelines for private sector banks - Products/Services offered by banks - Bank-Customer Relationship - Negotiable Instruments - Provisions relating to statutory protection to paying and collecting banker - Banker’s lien and right of appropriation of payments.
Mode of delivery: Lecture Mode /PPT- wholesale Banking and Retail Banking

UNIT III
Types of customers for a bank- KYC, AML, Customer relationship management, Portfolio & Wealth Management and Non-fund based facilities, Core Banking, E-Banking, Electronic fund transfer, ATM - types of Charges levied in a bank - Code of Bank Commitment to Customers - Impact of Technology in Banking Sector,
Mode of delivery: Lecture Mode /PPT- KYC, AML, Customer relationship management

UNIT IV
Bank balance sheet structure. - profitability of banks analyzed - Record keeping - 5S concepts, Principles of Lending, Credit appraisal, Revenue recognition and realization, Money Market Operations, Credit Risk Management, Prudential Norms- Asset Classification – Nonperforming assets

- Provisioning - reforms that have happened in the banking sector in the recent years
Mode of delivery: Lecture Mode /PPT- Principles of Lending/NPA

UNIT V
Mode of Delivery – Lectures, GD, - Capital Adequacy in Banks/PLR/ Basel I, Basel II, Basel III

REFERENCES:
COURSE RATIONALE:
As Entrepreneurs, it is imperative for the students to get exposed to the financial markets in order to understand various sources of funds. This course is structured with special emphasis on sources of finance, funding agencies, cost of raising funds etc.

COURSE OBJECTIVE:
On completion of the course, the learner should be able to
- Critically examine the nuances of Entrepreneurial finance.
- Evaluate alternate sources of raising funds for businesses
- Assess the profitability of various business avenues by applying cost-benefit analysis
- Conduct deliberations on modes of exit.

SYLLABUS:
UNIT I
Financing needs of a company - capital structure of a typical start up - Financing needs and capital structure - sources of finance - International capital markets: Short term; Long term - Debt, Equity optimal mix of debt & equity financing.
Mode of Delivery – Lectures, GD, Brain Storming, Assignments

UNIT II
Project and company valuation-value definition and perspective-tools needed for valuating investment project, techniques - book value, DCF, Market value, Fair Value, Capital Financing - Trade credit bills, Factoring Corporate finance - Risk Management - Corporate financing.
Mode of Delivery – Lectures, GD, Brain Storming, Assignments

UNIT III
Business evaluation and valuation - Valuate early stage business opportunity - Venture capital methods - VC Funds - Structure of capital - Angel investors - Private equity - Financing - Ways entrepreneurs are financed and analyze the role of financial contracts
Mode of Delivery – Lectures, GD, Brain Storming, Assignments

UNIT IV
Employment, attracting and compensating employees in start ups

UNIT V
EXIT - founders should exit the business - New generation into transition - How to create new leaders for future business
Mode of Delivery – Lectures, GD, Brain Storming, Assignments

REFERENCE:
MB 13FM04 ENTREPRENEURIAL FINANCE L T P C
3 0 0 3
COURSE RATIONALE:
This course aims at providing an in-depth understanding of financial derivatives in terms of concepts, structure, instruments and trading strategies for profit and risk management. This perspective will allow the treatment of both pricing and hedging problems under a unified framework. Though financial payoffs are the main focus, the framework of the course will help the students analyze and manage risks arising out of non-financial exposures too.

COURSE OBJECTIVES:
On completion of the course, the learner should be able to
- Explain the basic types of derivatives, their pay off functions and the economic roles they play in managing risks
- Describe the distinctive features of the existing financial derivatives
- Compare the pay-offs of the derivatives and optimize investment decisions in derivatives
- Demonstrate a sound knowledge of the structure and operations of derivative markets.
- Critically evaluate pricing models and apply to the financial engineering of structured products
- Apply the theoretical framework of finance to commodities, energy derivatives, equity products and currencies

SYLLABUS:
UNIT I
Mode of delivery: Lecture Mode /PPT – Derivatives Contract and its Types, Problems /Numerical

UNIT II
Forward contract and Futures Contract - Forwards – futures – Pricing of Futures and Forwards - options pricing strategy - commodity derivatives – currency futures and Interest Rate futures - Index futures – pricing - valuation
Mode of delivery: Lecture Mode /PPT – Derivatives Contract and its Types, Problems /Numericals in the area of Pricing of forwards and futures

UNIT III
Mode of delivery: Lecture Mode /PPT – American Vs European Options Problems /Numericals in the area of Option Pricing Models/Strategies

UNIT IV
Swaps – Equity – Currency – Interest Rate- Types – Structure - Pricing –
Mode of delivery: Lecture Mode /PPT – Types of swaps Problems /Numericals-Interest Rate Swaps/Currency swaps
UNIT V
Mode of delivery: Lecture Mode /PPT –Types of Derivatives, Financial Engineering, Scenario Analysis and simulation

REFERENCES:
2. Ranganatham and Madhumathi, Derivatives and Risk Management, Pearson, 2011
4. Rajiv Srivastav, Derivatives and Risk Management, Oxford University Press, 2010
COURSE RATIONALE: 
Identification of risk is sine quo none in any business. The course is directed towards students in understanding how large scale complex risk can be identified, managed and architected. The ultimate aim being mitigation of risk, this course also aims to familiarize the students with such methods.

COURSE OBJECTIVE: 
On completion of the course, the learner should be able to 
  Identify the risks and be familiar with the techniques of managing the same 
  Assess the risk management techniques available with the firm. 
  Compare the techniques available outside and evaluate using cost-benefit analysis 
  To familiarize the students with the various types of insurance that can be used as a tool of risk minimization.

SYLLABUS: 

UNIT I


UNIT II

Enterprise Risk management – interest rate risk or asset liability management – Frame work for ERM - credit risk management – market risk management – operation risk management – components of operation risk management and strategic risk management – role of Chief Risk Officer(CRO) .
Mode of delivery: Lecture Mode /PPT

UNIT III

project risk management –risk associated with new projects – the risk involved in contracting plant – Risk involved in erection and installations – management of risk in supervision of a project – Risk involved in kickoff an IT project - various tools used in project risk management – process of project Risk management – disclosure of project risk management.
Mode of delivery: Lecture Mode /PPT-
UNIT IV

Mode of delivery: Lecture Mode /PPT-

UNIT V

Significance of Insurance – types of Insurance – basic principles of Insurances - salient features of Insurances – Insurance regulatory and development authority – duties of IRDA – explain the powers of IRDA - functions of IRDA are laid down in section 14 of IRDA Act, 1999 – Ombudsman – powers And functions of Ombudsman
Mode of delivery: Lecture Mode /PPT-

REFERENCES:

COURSE RATIONALE:
This Course extends the finance function from closed-economy framework to a more liberal and open economy in the context of Globalization. It evaluates the impact of
effective exposure management on the performance of business by providing an insight into the financial markets of the world.

**COURSE OBJECTIVE:**
On completion of the course, the learner should be able to
- List the functions and objectives of Global financial management.
- Categorize the institutional characteristics of foreign exchange markets and differentiate the roles played by various participants.
- Describe the international financial parities and apply them in specific international investment and finance decisions.
- Apply the principles behind measuring and managing the firm’s exchange risk exposure from an accounting, economic and operational standpoint.
- Recognize the strategies for accessing international capital markets and evaluate the decisions on cost-benefit basis.
- Make effective financial decisions with due regard to business ethics.

**SYLLABUS:**

**UNIT I**
Overview of Global Business Environment - History of Monetary systems - Evolution and practices in Foreign Exchange Markets - International financial markets
Mode of Delivery – Lectures, GD, Brain Storming, Assignments

**UNIT II**
Parity theory and conditions – determination of Exchange rate - types of exchange rates - Steps and Procedures that have to be followed for calculating Bill rate and Exchange rates,
Mode of Delivery – Lectures, GD, Brain Storming, Assignments

**UNIT III**
Mode of Delivery – Lectures, GD, Brain Storming, Assignments

**UNIT IV**
Regulatory Framework for International Finance - Short term financial management in a global set-up – treasury functions
Mode of Delivery – Lectures, GD, Brain Storming, Assignments

**UNIT V**
International Project Appraisal - relevance of accounting and taxation in international business
Mode of Delivery – Lectures, GD, Brain Storming, Assignments

**REFERENCES:**
## COURSE RATIONALE:
Modern managers are constantly endeavoring to maximize the value of their shareholders. Apart from employing strategies internal to the organization, they also look for improved synergies through alliances or through gaining control, related or unrelated to their line of operations. Students may become acquainted with the technical, financial and statutory boundaries within which such mergers and acquisitions are consummated.

## COURSE OBJECTIVE:
On completion of the course, the learner should be able to:
- Evaluate pre-acquisition challenges
- Critically examine and evaluate different integration strategies;
- Analyse human resource, cultural and political challenges during post-acquisition integration
- Create solutions for implementing mergers and acquisitions

## SYLLABUS:
### UNIT I
Definition of Mergers - Differences between acquisitions and amalgamations - types of merger - motives behind mergers - rationale behind theories of mergers – synergy – meaning types - operating, financial and managerial synergy – creation of synergy - value creation in horizontal, vertical and conglomerate mergers - factors internal and external factors - contributing to Mergers and Acquisitions.
Mode of delivery: Lecture Mode /PPT – Various theories of Mergers and acquisitions/Synergy Effect/Value Creation Problems /Numerical-

### UNIT II
Corporate restructuring – and what are the different methods of restructuring - Explain Differentiate between sell off / spin off/ divestitures /equity carve out – How leveraged buy outs (LBO) are different from management buy outs? What is an employee stock ownership plans (ESOP)
Mode of delivery: Lecture Mode /PPT Problems/Numerical

### UNIT III
Mode of delivery: Lecture Mode /PPT –Numerical

### UNIT IV
Approaches to valuation - discounted cash flow valuation – relative valuation – valuation of operating and financial synergy - valuing corporate control – valuing of LBO - Methods of financing mergers - Cash offer, share exchange ratio – Explain how the mergers are viewed as a capital budgeting decision

Mode of delivery: Lecture Mode /PPT – Problems/Numerical

UNIT V

Accounting for amalgamation – pooling of interest method, purchase method – procedure laid down under Indian companies act of 1956 with regard to accounting for amalgamation – Legal and regulatory frame work of M & A under the provisions of companies act 1956 and Indian Income Tax act 1961 – guidelines given by SEBI with regard to takeover

Mode of delivery: Lecture Mode /PPT – Problems/Numerical

REFERENCES:

COURSE RATIONALE:
Shareholders' wealth maximization being the basic objective of any finance manager, one of the ways of achieving this objective is tax planning. A finance manager has to carefully evaluate the tax implications in his investment, financing and fund utilization decisions. This course is aimed to equip the participants with the relevant provisions of the Companies Act, and the Income Tax act to enable them to take advantage of tax provisions in their financial decisions.

COURSE OBJECTIVE:
On completion of the course, the learner should be able to
- Apply the provisions of the Income tax Act relating corporate, partnerships and sole proprietorship firms.
- Evaluate the tax implications on investment decisions- tax advantage on replacements of assets.
- Comment on the most suitable financing option.
- Plan for filing returns using relevant provisions relating to tax deductions.

SYLLABUS:
UNIT I
Direct Taxation – meaning – methods - benefits derived by Direct Taxation to Indian Society - Direct Tax as distinct from a tax imposed upon a transaction – differentiation of Direct Tax from Sale Tax - Reduction in inequalities – differences between Direct Tax and Indirect Tax – features of good tax system to serve the developmental need of developing countries – – exemption in Income tax – tax avoidance
Mode of Delivery – Lectures, GD, Brain Storming, Assignments

UNIT II
Mode of Delivery – Lectures, GD, Brain Storming, Assignments

UNIT III
Setting -off expenses - impact of carry forward losses in computation of corporate tax - TDS - TDS on contract workers - TDS on individual services engaged by a corporate - provision of Tax is being planned for replacement of existing asset - TDS liability of the Employer - Form 16 A - 24 Q for TDS to Government –
Mode of Delivery – Lectures, GD, Brain Storming, Assignments

UNIT IV
Capital profit - exempted limit for individual Income - Income Tax Rates/Slabs for Assessment Year 2013-14 (FY 2012-13) - Calculation of tax to be paid for Taxable income of Rs.8,20,000(FY 2012-13) - maximum limit of savings under Sec 80c - In
housing property under loan – exemptions in Income tax - Maximum limit of Education expenses exempted from Income tax - Mutual Funds/ULIP dropped from 80C deductions: Income from equity-oriented mutual funds or ULIP shall be subject to tax @ 5% - features of Direct Tax

Mode of Delivery – Lectures, GD, Brain Storming, Assignments

UNIT

Indirect Tax - difference between Direct Tax and Indirect Tax - Indirect Taxes – customs duty - Duty paid Goods - Baggage duty in customs - present custom duty types in India – Octroi - Duty Draw back - refund of customs duty will be claimed

Mode of Delivery – Lectures, GD, Brain Storming, Assignments

REFERENCES:

1. Vinoth Singania ,Corporate tax – Taxman –, 2012
4. Mc graw hills Taxation of Individuals and Business entitles, 2012
5. V.K.Singhana , Corporate tax planning and Business Tax procedure with tax studies , 2011
COURSE RATIONALE:
This course is designed as an inter-disciplinary course and encourages students of both marketing and finance specializations to pursue. It is a mix of basic marketing principles and finance aimed basically to apply the marketing skills to market financial products. The basic rationale of this course is to bridge the gap between theory and practice and to apply the basic principles of marketing to market financial products.

COURSE OBJECTIVES:
On completion of the course, the learner should be able to
  Appreciate how recent thinking in marketing and services marketing applies to financial services
  Analyze how marketing theory underpins the marketing of financial services
  Evaluate the financial products available in the global market
  Relate the financial products to the Indian context and construct suitable deliverables
  Be able to identify key issues for marketers of financial services

SYLLABUS:
UNIT I
Mode of Delivery – Lectures, GD, Brain Storming, Assignments

UNIT II
Mode of Delivery – Lectures, GD, Brain Storming, Assignments

UNIT III
Mode of Delivery – Lectures, GD, Brain Storming, Assignments

UNIT IV
Retailing – Retail banking – banking retail products and services – banking customers - types of retail banking services –retail banking strategies - Retail banking product
differentiation - target marketing of Retail banking products – assurances in retail banking – assets classes of Retail banking
Mode of Delivery – Lectures, GD, Brain Storming, Assignments

UNIT V

Mode of Delivery – Lectures, GD, Brain Storming, Assignments

REFERENCES:
COURSE RATIONALE:
To provide necessary theoretical and conceptual tools for financial analyses and decision-making in relation to project finance. To provide a solid grounding in the techniques of project finance and the key issues in its practice by providing a balanced mix between technical readings and specialized case studies.

COURSE OBJECTIVE:
On completion of the course, the learner should be able to
- Describe the methods of identification and evaluation of project risks.
- Identify the key risks from operational phase to completion phase.
- Assess and forecast the probable external and internal causes of project failure.
- Describe the project planning and control techniques like CPM, PERT.

SYLLABUS:
UNIT I
Financing – uses - advantages - prerequisites of project financing
Mode of Delivery – Lectures, GD, Brain Storming, Assignments

UNIT II
Parties to project financing – contracts - consideration from the view point of project financing. - regulatory body for project financing
Mode of Delivery – Lectures, GD, Brain Storming, Assignments

UNIT III
Project risk - project formulation checklist - various phases of a project from planning to completion
Mode of Delivery – Lectures, GD, Brain Storming, Assignments

UNIT IV
Project feasibility analysis - capital budgeting - project evaluation - project planning and control exercise
Mode of Delivery – Lectures, GD, Brain Storming, Assignments

UNIT V
Tools used for analyzing the feasibility of a project - project appraisal process - CPM and PERT.
Mode of Delivery – Lectures, GD, Brain Storming, Assignments

REFERENCES:
This course is aimed at enabling the student to understand the issues involved in planning finances and investments at a personal level, and to be in a position to provide advice on the issues.

**COURSE OBJECTIVE:**
On completion of the course, the learner should be able to
- Develop money management skills.
- Evaluate various investment opportunities available in the global financial markets.
- Identify ways to increase net worth.
- Apply the acquired knowledge to suggest investment avenues according to the risk profile of a person
- Display the ability to prepare retirement plans for clients

**SYLLABUS:**

**UNIT I**
Mode of Delivery – Lectures, GD, Brain Storming, Assignments/Numerical

**UNIT II**
Mode of Delivery – Lectures, GD, Brain Storming, Assignments/Numericals

**UNIT III**
Mode of Delivery – Lectures, GD, Brain Storming, Assignments/Numericals

**UNIT IV**
Savings plans of Commercial banks and Non-banking financial corporation - Alternate investments – gold – gems- antiques- art and artifacts- Reverse mortgage- benefits – Insurance planning – annuities,
Mode of Delivery – Lectures, GD, Brain Storming, Assignments

**UNIT V**
Mode of Delivery – Lectures, GD, Brain Storming, Assignments

**REFERENCES:**
2. Personal Financial Planning Guide Ernst and Young's, 2010
COURSE RATIONALE:
This course is designed to expose the students to the strategic level of management. It gives an insight of the control mechanisms used by the higher levels of management in order to ensure effective realization of organization goals. The rationale of this course is to give students a broad understanding of the control process & reporting systems and their applications to real life business situations.

COURSE OBJECTIVE:
On completion of the course, the learner should be able to
- Describe the processes through which control could be exercised
- Evaluate the existing control systems
- Facilitate the audit processes in an organization
- Apply the knowledge earned on practical situations
- Identify lacunae in the existing systems in an organization

SYLLABUS:

UNIT I
Organizational context of Managerial control system - Nature & Purpose of The Organizational Context of Managerial Control Systems. - Differentiate between the Formal Systems & the Informal Systems – Subsystems and the Components of Control Systems

Mode of Delivery – Lectures, GD, Brain Storming, Assignments

UNIT II
Use of Information Technology on Control Systems - phases in Designing the Control Process and Managerial Controls - Introduction – Schools of thoughts in control (contingency approach, Cybernetic Approach, Management control process approach) – designing Management Controls

Mode of Delivery – Lectures, GD, Brain Storming, Assignments

UNIT III

Mode of Delivery – Lectures, GD, Brain Storming, Assignments

UNIT IV
Corporate Culture and Control Systems – Customer-Focused Culture – Organization Structures for Adaptive - Different types of organization structures and control implications – Role of Controller in different organizational structures
UNIT V

Modes of delivery: Lecture notes, Group discussions, Guest lectures, Assignments, Presentations, etc.

REFERENCES:
## HUMAN RESOURCE

| MB 13HR01 | INTERNATIONAL HUMAN RESOURCE MANAGEMENT |
| MB 13HR02 | CREATIVITY AND INNOVATION |
| MB 13HR03 | TRAINING AND DEVELOPMENT |
| MB 13HR04 | KNOWLEDGE MANAGEMENT |
| MB 13HR05 | INDUSTRIAL PSYCHOLOGY |
| MB 13HR06 | EMPLOYEE ENGAGEMENT |
| MB 13HR07 | INDUSTRIAL RELATIONS |
| MB 13HR08 | COMPETENCY MAPPING |
| MB 13HR09 | ORGANIZATIONAL CHANGE AND DEVELOPMENT |
| MB 13HR10 | LEADERSHIP |
COURSE RATIONALE:
International HRM builds on the foundations of human resource management ideas, by considering what the HRM concept actually means in different countries around the world. The course seeks to look at HRM in a broader, comparative and international perspective to deal with complex issues and diverse risks.

COURSE OBJECTIVE
By the end of the course, learners would have gained an insight into:
- The diversity of HRM in an international context and the key HR challenges facing organizations working internationally;
- Cross-cultural management: the impact of national culture on how individuals react to HR interventions in different countries;
- Comparative HRM: the impact of national institutions and systems on designing HR policies and practices in different countries;
- The impact of internationalization on the role of HR professionals in multinational organizations

SYLLABUS:

UNIT I

UNIT II

UNIT III
Performance Management in International Organizations – Variables influencing performance of expatriate

UNIT IV
International Compensation management – Variables influencing Compensation – issues in compensation

UNIT V
REFERENCES:
COURSE RATIONALE:
The dynamic business environment necessitates the adoption of creativity and innovation in order to gain a competitive advantage. The course uses interesting and interactive hands-on activities to stimulate innovation. Learners will learn techniques for improving the flexibility and originality of their thinking and will explore approaches used by managers and organizations to create and sustain high levels of innovation.

COURSE OBJECTIVE:
At the end of this course, learners will:
- Understand building blocks of innovation
- Be familiar with processes and methods of creative problem solving
- Enhance their creative and innovative thinking skills
- Be familiar with creative and innovative thinking styles

SYLLABUS:
UNIT I
Understanding Creativity – elements – Body and mind as roots of human creativity - attributes of creative individuals

UNIT II
Cultivation of creativity: convergent thinking – divergent thinking - Forced Relationship - Recognizing and avoiding mental blocks

UNIT III
Generation of creative ideas is individual – PMI, Thinking Hats methods – redefinition techniques – Random stimulus

UNIT IV
Generation of creative ideas in groups – Brainstorming/Brain-writing, reverse brain storming – synectics - Morphological Method - Attribute Listing – lateral thinking - lateral vs vertical thinking – Attitudes towards lateral thinking – Basic nature of lateral thinking

UNIT V
Blocks to creativity – Fears and Disabilities – strategies for unblocking - Innovation – creativity vs. innovation – types of innovation - Strategies for Innovation

REFERENCES:
5. Bytheway Charles W., FAST Creativity & Innovation, Cengage, 2013
COURSE RATIONALE:
The increasing use of technology, the emphasis on blended approaches to training delivery, team task analysis, just-in-time learning, rapid e-learning, new approaches to training evaluation and improving the transfer of training are just a few examples of the exciting things that have been happening in the training and development field. This course, Training and Development reflects these changes.

COURSE OBJECTIVE:
By the end of this course learners will be able to:
- Understand the concepts, principles and process of training and development
- Develop an understanding of how to assess training needs and design training programmes in an Organisational setting
- Familiarize with the levels, tools and techniques involved in evaluation of training effectiveness.
- Develop an understanding on various non-training solutions to improve employee performance.

SYLLABUS:
UNIT I
Introduction to Employee Training and Development - Strategic Training - Designing Training - Needs Assessment - Learning: Theories and Program Design -

UNIT II
Transfer of Training - Training Evaluation

UNIT III
Training and Development Methods - Traditional Training Methods

UNIT IV
E-Learning and Use of Technology in Training - Employee Development

UNIT V
Special Issues in Training and Employee Development - The Future of Training and Development

REFERENCES:
4. Dr. Ratan Reddy, Effective HR Training Development Strategy, HPH, 2005

COURSE RATIONALE:
This course focuses on how knowledge is created, captured, represented, stored and reused so as to fully leverage the intellectual assets of a firm. The tools and techniques for knowledge acquisition, assessment, evaluation, management, organization and dissemination are applied to business situations.
COURSE OBJECTIVE:
After completing this course, learners should be able to:

- Understand the fundamental concepts in the study of knowledge and its creation, acquisition, representation, dissemination, use and re-use, and management.
- Appreciate the role and use of knowledge in organizations and institutions, and the typical obstacles that KM aims to overcome.
- Know the core concepts, methods, techniques, and tools for computer support of knowledge management.
- Understand how to apply and integrate appropriate components and functions of various knowledge management systems.
- Be prepared for further study in knowledge generation, engineering, and transfer, and in the representation, organization, and exchange of knowledge.
- Critically evaluate current trends in knowledge management and their manifestation in business and industry.

SYLLABUS:

UNIT I
Understanding Knowledge - Knowledge Management Systems Life Cycle

UNIT II
Knowledge Creation & Knowledge Architecture - Capturing Tacit Knowledge

UNIT III
Some Knowledge Capturing Techniques

UNIT IV
Knowledge Codification - Transferring and Sharing Knowledge

UNIT V
Knowledge Transfer in E-World - Learning from Data - KM Tools and Knowledge Portals - Managing Knowledge Workers

REFERENCES:
5. Sanjay Mohapatra, Knowledge Management, Macmillan, 2012

MB 13HR05 | INDUSTRIAL PSYCHOLOGY | L | T | P | C |
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COURSE RATIONALE:
The purpose of this course is for individuals to discover how psychological theories and research can be applied in organizational settings to improve individual, team, and organizational performance.

COURSE OBJECTIVE:
To increase understanding of the complicated systems of individual and group psychological processes involved in the world of work
To explain and evaluate the theories, research, and practices within the field of industrial psychology.
To connect the basic principles of Industrial / Organizational Psychology to Personnel and Human Resources management within organizations.
To allow participants to explore ways in which individual career choices and work-life success can be improved through the benefits of I/O Psychology

**SYLLABUS:**

**UNIT I**
Introduction to Industrial Psychology – Definitions & Scope -Major influences on industrial Psychology

**UNIT II**
Scientific management and human relations schools Hawthorne Experiments

**UNIT III**
Individual in Workplace: Motivation and Job satisfaction, stress management- Organizational culture, Leadership & group dynamics

**UNIT IV**
Work Environment & Engineering Psychology-fatigue - Boredom, accidents and safety

**UNIT V**
Job Analysis, Recruitment and Selection – Reliability & Validity of recruitment tests - Performance Management: Training & Development

**REFERENCES:**

**COURSE RATIONALE:**
In the continuously competitive landscape, companies must persist in attracting, motivating, and retaining the very best employees. Best-in-class organizations understand that employee engagement can be a competitive weapon in the ongoing war for talent. Course assists learners to understand that more than a human resource initiative, employee engagement is a talent management strategy that can drive performance outcomes, such as productivity, profitability, and return to shareholders.

**COURSE OBJECTIVE:**
By the end of this course learners will:
- Understand the concept of employee engagement and its role in the management of human capital
- Know the business impact of employee engagement
- Value tools for designing, implementing, and executing an engagement strategy
- Encourage learners to think strategically about leveraging engagements for the achievement of business goals in their organizations.

**SYLLABUS:**

**UNIT I**
UNIT II
Understanding Performance Appraisal - Building a Climate of Trust

UNIT III
Setting Meaningful and Effective Goals - Meeting the Feedback Challenge - Recognizing Employee Performance - Learning about 360-Degree Feedback - Coaching for Success

UNIT IV
Managing Employee and Team Learning and Development

UNIT V
Managing and Preventing Employee Burnout - A Closing Look at Performance Management and Employee Engagement

REFERENCES:
5. Paul Marciano, Carrots and Sticks Don't Work, TMH, 2010
COURSE RATIONALE:
In the recent years there have been significant developments in industrial relations. This course provides the contextual and constitutional framework of industrial relations law, explains the law relating to trade unions, collective bargaining, examines the law relating to regulation of industrial dispute, deals with relating to standing orders and grievance procedure.

COURSE OBJECTIVE:
After completing this course, learners should be able to:
- Impart knowledge of the contents of the laws relating to Trade Union and Industrial Disputes.
- Interpret and apply these laws.
- Develop an understand the interaction pattern among labour, management and the State.
- To impart basic knowledge of the Indian Industrial Relations System and its distinctive features in comparison to other countries.

SYLLABUS:
UNIT I
Overview of Industrial Relations - Development of IR System in India - Labour-management Relations

UNIT II
Trade Unionism - Collective Bargaining - Employee Grievances

UNIT III
Employee Discipline - Industrial Conflict

UNIT IV
Labour Welfare and Social Security - Workers’ Participation in Management

UNIT V
India and International Labour Standards- Judicial activism, Alignment labour policy with economic policies and Industrialization Strategies - New Paradigms of Industrial Relations.

REFERENCES:
1. Arun Monappa, Industrial Relations, TMH, New Delhi, 2011
3. Mamoria, Mamoria, Gankar, Dynamics of Industrial Relations, Himalaya Publishing House, Mumbai, 2010
COURSE RATIONALE:
Since the last few decades organizations are realizing that in order to maintain a competitive edge they need to understand and identify competencies which drive performance. They are now setting up processes that will enable them to not only assess competencies among employees, but also develop competencies in employees aiming to take up greater challenges and shouldering more responsibility.

COURSE OBJECTIVE:
After the completion of the paper, learners should be able to:
Understand the fundamentals of Competency Mapping
Value its benefits and understand all that is involved in implementing competency mapping; and identify a cost effective way of implementing the whole process.
Have insights into assessment tools used for competency mapping.
Experience the process of Competency Mapping
Be aware of implementation pre-requisites and strategies

SYLLABUS:
UNIT I
Introduction to Competency Concept – Understanding Competencies - Components of competency

UNIT II
Competency Categories – Steps in Developing Competency Model

UNIT III
Competency Modeling - Assessment Centre - Assessment Centre Methods – Implementation of Assessment Centre

UNIT IV
Individual Development Plan

UNIT V
Organizational Uses of Competency

REFERENCES:
1. Sraban Mukherjee, Competency Mapping for Superior Results, Tata Mc-Grav –Hill Education Pvt. Ltd., New Delhi, 2011
2. Radha R Sharma, 360 Degree feedback, Competency Mapping and Assessment Centers, Tata Mc-Grav Hill Education Pvt. Ltd., New Delhi, 2011
COURSE OBJECTIVE:
The course is designed to help the learners develop as potential change agents and OD professionals. After completing this course learners should:
- Be able to understand the theory and practice relating to the processes of organisation development and change.
- Develop insight and competence in diagnostic and intervention processes and skills for initiating and facilitating change in organisations.
- Gain necessary self-insight, skills and techniques to become effective change agents and internal OD consultants.

SYLLABUS:

UNIT I
Introduction – Planned Organisational Change – Foundations of OD – Organisational Diagnosis – Feedback and OD

UNIT II
OD Interventions: An Overview – Individual and Interpersonal Interventions

UNIT III
Team / Group Interventions – Intergroup Interventions - Comprehensive Interventions -

UNIT IV
Organisational Transformation

UNIT V
OD Consultant: Role, Skills and Dilemmas – Success and Failures of OD – Future of OD & New Perspectives

REFERENCES:
2. V Nilkant, S Ramnarayan, Managing Organizational Change - Response Books, 2011

COURSE RATIONALE:
Leadership indicates accountability, the ability to have a vision, develop and empower the team, enjoy the achievements of individuals in the team. Leadership has to be cultivated, nurtured and continuously exhibited. Holding this as the base, the course aims in understanding leadership, behaviour of a leader, leadership styles and leadership development in the international platform. Strong leaders build strong teams. Hence, this course also attempts to understand managing and building teams.

COURSE OBJECTIVE:
Upon successful completion of this course, learners will be able to:
Clearly articulate an understanding of setting vision and mission as a leader. Identify and describe various theories of leadership. Learn to have an increased awareness of leadership skills within the context of their daily life. Appreciate that effective leadership is a multi-faceted process. Integrate learning styles with teamwork. Develop strategies for exhibiting global leadership skills.

SYLLABUS

UNIT I
Strategic Leadership Vision and Mission – Contemporary Leadership Styles – Theories of Effective Leadership

UNIT II
Factors influencing Leadership Behaviour: Personality, Perception, Learning Styles, Emotional Intelligence, Cultural, Organizational and Situational Factors

UNIT III
Leadership Skills: Managing Power, Conflict, Problem Solving, Negotiation, Creativity

UNIT IV
Managing Followers: Define Talent management, Describe Succession management, Career management – Coaching – Mentoring – Essentials of Building and Managing Teams, Team Effectiveness, Building trust, Team Development – Ginnett’s Team Leadership Model

UNIT V
Developing Leadership: Global leadership and global career, IMD Programmes, Expatriate, Performance Management, Repatriation – International Leadership Competencies.

REFERENCES:
3. Uday Kumar Haldar, Leadership And Team Building, Oxford Publications, 2011
7. Bonnie T Yarbrough , Leading groups & Team, Cengage Learning, New Delhi, 2011
| MB 13OM01 | QUALITY MANAGEMENT |
| MB 13OM02 | RESOURCE MANAGEMENT TECHNIQUES |
| MB 13OM03 | SIX SIGMA AND PROCESS IMPROVEMENT |
| MB 13OM04 | PRODUCTION PLANNING AND CONTROL |
| MB 13OM05 | SERVICE MANAGEMENT |
| MB 13OM06 | MATERIAL MANAGEMENT |
| MB 13OM07 | SUPPLY CHAIN MANAGEMENT |
| MB 13OM08 | QUALITY MANAGEMENT SYSTEMS |
| MB 13OM09 | WORLD CLASS MANUFACTURING |
| MB 13OM10 | LEAN MANUFACTURING |
| MB 13OM11 | ENTREPRENEURIAL DECISION MAKING |
| MB 13OM12 | MANAGEMENT OF TECHNOLOGY AND INNOVATION |
COURSE RATIONALE:
The purpose of learning this course on “Quality Management” is to make the learner understand that quality is linked to the present and future needs of the customer, the antidote to manage competition.

COURSE OBJECTIVES:
After studying this course the learner will be able to understand the importance of quality management get an insight into the key principles and key elements of quality management and develop Quality as a Passion and a Habit.

SYLLABUS:
UNIT I
Quality Concepts – Quality Gurus
Delivery Mode: Lectures and Case Study

UNIT II
Leadership & Strategic Planning – QM Kite Marks
Delivery Mode: Lectures and Case Study

UNIT III
Quality Improvement Tools - Continuous Improvement – Benchmarking – Business Process Re-Engineering
Delivery Mode: Lectures and Case Study

UNIT IV
Total Productive Maintenance – Customer Driven Quality
Delivery Mode: Lectures and Case Study

UNIT V
Quality Management in services
Delivery Mode: Lectures and Case Study

REFERENCES:
COURSE RATIONALE:
The purpose of learning this course on Resource Management Techniques is to expose the students to the concepts and techniques of real life optimization problems in various industries.

COURSE OBJECTIVES:
After studying this course the learner will be able to understand the different types of decision making environment and the appropriate decision making approaches and tools to be used and to develop critical thinking and objective analysis of decision problems.

SYLLABUS:
UNIT I
Introduction – Linear programming – Model formulation – Graphical method – Simplex method
Delivery Mode: Lectures, numerical problems, case studies

UNIT II
Transportation problem – Assignment Problem – Travelling Sales Man problem
Delivery Mode: Lectures, numerical problems, case studies

UNIT III
Network analysis – CPM – PERT – Crashing
Delivery Mode: Lectures, numerical problems, case studies

UNIT IV
Delivery Mode: Lectures, numerical problems, case studies

UNIT V
Simulation – Queuing and Inventory applications
Delivery Mode: Lectures, numerical problems, case studies

REFERENCES:
COURSE RATIONALE:
The purpose of learning this course on Six Sigma Process and Improvement is to enlighten the students on the thrust of manufacturing and service excellence through Six Sigma methodologies.

COURSE OBJECTIVES:
After studying this course the learner will be able to understand the principles of Six Sigma, Link Six Sigma with Business results & competitive advantage and Implement & sustain Six Sigma with focus on Organizational culture, Change Management and Enterprise Leadership.

SYLLABUS:
UNIT I
Foundations of Six Sigma – Quality Principles and Six Sigma – Competitive Advantage
Delivery mode: Lectures and Case study

UNIT II
Six Sigma metrics and measurement – DMAIC & DMADV methodology
Delivery mode: Lectures and Case study

UNIT III
Process measurement – Process metrics – Process capability
Delivery mode: Lectures, Case study and Minitab application

UNIT IV
Delivery mode: Lectures, Case study and Minitab application

UNIT V
Implementation of Six Sigma
Delivery mode: Lectures and Case study

REFERENCES:
COURSE RATIONALE:
The purpose of learning this course on Production Planning and Control is to gain insight into production planning and its applications in control process at the shop floor in manufacturing organizations.

COURSE OBJECTIVES:
After learning this course the learner will be able to familiarize with PPC Concepts, understand prioritization of work schedule, strategic nature of plant location, capacity planning, product planning and quality assurance aspects in relation to production planning and control.

SYLLABUS:

UNIT I
Introduction – Fundamental concepts – Functions – Material flow patterns – PPC in different production systems
Delivery mode: Lectures and Case study

UNIT II
Forecasting (Least Squares and Exponential Smoothening)
Delivery mode: Lectures and Numerical Problems

UNIT III
Capacity planning (System Capacity and System Efficiency) – Capacity requirement planning
Delivery mode: Lectures and Numerical Problems

UNIT IV
Master production schedule (Material Requirement Planning–I) – Resource requirement planning
Delivery mode: Lectures and Numerical Problems

UNIT V
Shop floor planning and control (N Job 2 Machines, N Job 3 Machines, Gantt chart).
Delivery mode: Lectures and Numerical Problems

REFERENCES:
3. R. Panneerselvam; Production & operations management; Prentice Hall India private limited, 2012.
**COURSE RATIONALE:**
The purpose of learning this course on services management is to provide good exposure to manage the industries in the services sector from the operations management point of view.

**COURSE OBJECTIVES:**
At the end of the course on services management the learner will be able to appreciate the uniqueness of services management vis-a-vis the products, understand the emerging concepts and trends in services management and expose the learner to the global competitive environment and future trends in services management.

**SYLLABUS:**

**UNIT I**
Introduction – Service and society – Nature, Scope, Characteristics and Classification of services
Delivery mode: Lectures and case study

**UNIT II**
Service encounter triad – Customer focus in service organizations
Delivery mode: Lectures and case study

**UNIT III**
Managing expectations and satisfaction of customers
Delivery mode: Lectures, case study and mini project

**UNIT IV**
Service profit Chain – Growth and Globalization of services – Service Strategy and Technology
Delivery mode: Lectures and case study

**UNIT V**
Service Design and Development.
Delivery mode: Lectures and case study

**REFERENCES:**
COURSE RATIONALE:
The purpose of learning this course on materials management is to make the learner understand that materials contribute to sixty percent of the cost of the product and thus the emphasis towards management of materials as a critical function in manufacturing.

COURSE OBJECTIVES:
After studying this course the learner will be able to understand whole range of functions of materials management, Importance of materials planning and get an insight on the nuances of purchasing and storage techniques

SYLLABUS:
UNIT I
Introduction – Integrated materials management – Codification of materials – Standardization of materials
Delivery mode: Lectures

UNIT II
Budgeting and Materials planning (Materials Budget) – Purchasing principles and methods
Delivery mode: Lectures

UNIT III
Vendor rating – Value analysis – Buyer Seller relationship – Legal aspects of purchasing
Delivery mode: Lectures, Numerical problems and case study

UNIT IV
Stores Management principles – Stores Accounting techniques – Disposal of Scrap, Obsolete and Surplus items
Delivery mode: Lectures, Numerical problems and case study

UNIT V
Advanced inventory management
Delivery mode: Lectures and Numerical problems

REFERENCES:
COURSE RATIONALE:
The purpose of learning this course on Supply Chain Management is to understand the challenges that are useful in developing and sustaining efficient and effective supply chains required by organizations in today’s dynamic market place.

COURSE OBJECTIVE:
After studying this course the learner will be able to get an exposure in Supply Chain concepts and issues, understand the supply chain profiles and relationships and gain an insight into Managing Demand and Supply and build customer relationship chains.

SYLLABUS:
UNIT I
SCM Overview – Global Dimensions of Supply Chain – Supply Chain Technology
Delivery Mode: Lectures and Case study

UNIT II
Demand Management – Customer Service – Transportation Management (Transshipment Problem)
Delivery Mode: Lectures, Numerical problems and Case study

UNIT III
Warehousing Decisions – Facility Location – Procurement – Operations
Delivery Mode: Lectures, Numerical problems and Case study

UNIT V
Managing Reverse Flow in Supply Chain
Delivery Mode: Lectures and Case study

UNIT V
Strategic Challenges and change for Supply Chains.
Delivery Mode: Lectures and Case study

REFERENCES:
COURSE RATIONALE:
The purpose of learning this course on quality management systems is to make the learner understand the need for developing, implementing and improving the effectiveness of quality management systems to enhance customer satisfaction in all manufacturing and service organizations.

COURSE OBJECTIVE:
After studying this course the learner will be able to appreciate the need and importance for quality management systems, understand the Certification Process and Quality Audit and identify the opportunity to serve as management representatives (MRs in ISO & TS certified Service and Manufacturing Organizations) subject to qualifying in the above certifications.

SYLLABUS:
UNIT I
Delivery Mode: Lectures

UNIT II
Delivery Mode: Lectures and case study

UNIT III
Delivery Mode: Lectures and case study

UNIT IV
Quality Auditors – Audit Checklist – Audit Process (Internal & External Audit) – Audit Summary – Most common Non-Conformities
Delivery Mode: Lectures and case study

UNIT V
Continual Improvement – Implementation
Delivery Mode: Lectures and case study

REFERENCES:
COURSE RATIONALE:
The purpose of learning this course on world class manufacturing is to make the learner understand the need and importance of Indian manufacturers to meet the challenges and readiness to move itself from a domestic to a world class global manufacturer status.

COURSE OBJECTIVES:
After studying this course the learner will be able to understand the relevance and basics of World Class Manufacturing, the current Status of Indian Manufacturing scenario and design and develop a roadmap for world class manufacturing

SYLLABUS:

UNIT I
WCM – Information age competition – Gaining competitive advantage through WCM
Delivery Mode: Lectures and case study

UNIT II
Systems and Tools for WCM
Delivery Mode: Lectures and case study

UNIT III
WCM - the Indian Scenario
Delivery Mode: Lectures and case study

UNIT IV
Implementing WCM Plan – Performance Management
Delivery Mode: Lectures and case study

UNIT V
HR Dimensions in WCM – WCM Strategy Formulation
Delivery Mode: Lectures and case study

REFERENCES:
COURSE RATIONALE:
The purpose of learning this course on Lean manufacturing is to gain an understanding on how Lean lines are designed to meet future demands of the market through scrap, rework and optimality.

COURSE OBJECTIVES:
After learning this course the learner will be able to understand how project managers accomplish their Lean factory transformation projects and gain an insight of consistent procedures and techniques that can be applied to implement Lean Manufacturing strategies.

SYLLABUS:
UNIT 1
Introduction – Lean Manufacturing model – KANBAN methodology and Strategies
Delivery Mode: Lectures and case study

UNIT II
Continuing Evolution to Lean Manufacturing – Understanding products, process and demand in relation to Lean manufacturing
Delivery Mode: Lectures and case study

UNIT III
Line Layout and work station identification
Delivery Mode: Lectures and case study

UNIT IV
Lean Implementation – Theme – Milestones – Checklist
Delivery Mode: Lectures and case study

UNIT V
Managing the Lean Manufacturing Line.
Delivery Mode: Lectures and case study

REFERENCES:
1. Dennis P. Hobbs, Lean Manufacturing Implementation, Cengage Learning India private limited 2009.

WEB REFERENCE
1. www.jrosspub.com
COURSE RATIONALE:
This course will help the students to understand and evaluate the decisions of the entrepreneurs in the changing business scenario. It will give them the development of skills to undertake the decision making process.

COURSE OBJECTIVES:
After studying this course the learner will be able to understand the decision making processes of the entrepreneurs, the constraints involved in the decision making process and the environmental factors influence on the decision making process.

SYLLABUS:
UNIT I
Decision to become entrepreneur – Types of decisions undertaken by the entrepreneurs - Entrepreneurial decision making process - Pros and Cons of Entrepreneurship – Constraints
Delivery Mode: Lectures and Case Study

UNIT II
Mindset of an Entrepreneur – Factors influencing the decision making process – Various sorts of decision taken by an Entrepreneur
Delivery Mode: Lectures and Case Study

UNIT III
Functional decisions taken by the entrepreneur – Factors influencing plant location – Principles and types of plant layout - Financial and marketing decisions
Delivery Mode: Lectures and Case Study

UNIT IV
Team building for a start-up organization - Selection process of personnel’s for start-up organization – Decisions that have led to success of firms in the Indian subcontinent.
Delivery Mode: Lectures and Case Study

UNIT V
Evaluation of decisions made by the entrepreneurs at different parts of the world - Decisions that has failed taken by famous entrepreneurs
Delivery Mode: Lectures and Case Study

REFERENCES
COURSE RATIONALE:
To understand the nature, significance, dimensions requirements, concepts, issues, themes, policies and structure of the management of technology.

COURSE OBJECTIVE:
After studying this course the learner will be able to understand the technology absorption, incremental innovation, research and development, technovation and technology fusion that dominate the contemporary world industry and gain an in-sight into the various forms and models of technology development.

SYLLABUS:
UNIT I
Technology as a driving force – Axes and Atlas of Technology – Strategic Management of Technology
Delivery Mode: Lectures and Case Study

UNIT II
Productivity and Incremental Innovation – Technology Absorption – Structure of World Class Manufacturing – Evaluation of Technological Investments
Delivery Mode: Lectures and Case Study

UNIT III
Product Development Cycle – Management of Technological Innovation – Technology Fusion and the new R&D – Core Competencies in Technology
Delivery Mode: Lectures and Case Study

UNIT IV
Structural Imperatives of Technology Management – Building Organizational Culture – Organization as a laboratory for Learning
Delivery Mode: Lectures and Case Study

UNIT V
Requisites of National Technology Policy – Coping with Continuous Change – Spectrum of Technological Excellence – Methods of Coping with Uncertainty in Technovation
Delivery Mode: Lectures and Case Study

REFERENCES:
5. Robert & Roland, Managing Technology and Innovation, Routledge, 2010
<table>
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<tr>
<th>Code</th>
<th>Course Name</th>
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<tbody>
<tr>
<td>MB 13SM01</td>
<td>MASTER DATA MANAGEMENT</td>
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<td>MB 13SM02</td>
<td>INFORMATION SECURITY MANAGEMENT</td>
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<td>MB 13SM03</td>
<td>CLOUD COMPUTING COLLABORATION</td>
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<td>MB 13SM04</td>
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<td>MB 13SM06</td>
<td>BUSINESS INTELLIGENCE SYSTEM</td>
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<td>MB 13SM07</td>
<td>ENTERPRISE RESOURCE PLANNING</td>
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<td>SOFTWARE PROJECT MANAGEMENT</td>
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<td>MB 13SM10</td>
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<td>MB 13SM11</td>
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<td>MB 13SM12</td>
<td>OBJECT ORIENTED ANALYSIS AND DESIGN</td>
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<td>MB 13SM13</td>
<td>WEB TECHNOLOGY MANAGEMENT</td>
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<td>MB 13SM14</td>
<td>C++ PROGRAMMING</td>
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COURSE RATIONALE:
This course on “Master Data Management” deals with top technology trends in the area of information Management. This is focused on new ways of structuring, choosing, understanding, integrating and disseminating information that is needed to run a business.

COURSE OBJECTIVES:
At the end of the course, the student will equip themselves with the following concepts in Master Data Management and Data Governance.
- Overview of Master Data Management
- Market Drivers
- Industry application of MDM
- Components of MDM
- Architecture of MDM
- Security and identity Management
- MDM vendors

SYLLABUS:
UNIT I
Introduction to Master Data Management - Market Drivers and key challenges – MDM Applications by industry
UNIT II
Architectural Considerations - Architecture classifications, concepts, principles and components - Data Management concerns – Entities – Hierarchies and Meta Data – MDM Services for entity and relationships resolution and hierarchy management – Master Data Modeling
UNIT II
Risk management for Master Data – Information security and Identity Management – Content protection Methods and tools – Enterprise security and Data visibility in MDM Environments
UNIT IV
Project initiation – Entity Resolution Identification, Matching, Aggregation and Holistic view of the master objects – Data Synchronisation – Master data governance
UNIT V
MDM vendors and Products Landscape – MDM Guiding principles – MDM Market Trends and Directions

REFERENCES:
COURSE RATIONALE:
This subject on "Information Security Management" covers the Business needs of information security, the legal, ethical & professional issues and the methods to provide security.

COURSE OBJECTIVES:
At the end of the course, the student will equip themselves with the following concepts and issues in information security Management:
- Need for security
- Legal, Ethical and Professional issues in Information security
- Risk Management
- Planning for security and Security Technology
- Information security maintenance

SYLLABUS:

UNIT I
Introduction to Information Security – critical characteristics of information – information system components – balancing information security and access – security system development life cycle - Business needs of security – Security professionals and organization

UNIT II

UNIT III

UNIT IV

UNIT V
Law and ethics in information security – Relevant Indian laws – International laws and legal bodies – Ethical differences across culture – misuse of corporate resources – Codes of ethics and professional organization - Legal, ethical and Professional issues

REFERENCES:
COURSE RATIONALE:
The subject on “Cloud Computing Collaboration” covers the cloud computing concepts, its application and collaboration of multiple computers to work together.

COURSE OBJECTIVES:
At the end of the course the student will understand the following Cloud Computing Services.
- Understand cloud computing concepts
- Cloud computing for everyone
- Using cloud services
- Collaborating on Event Management
- Contact Management, Project Management, word Processing, Spreadsheets, Database, presentation
- Collaborating through web based communication tools, Social Networks, Blogs & wikis

SYLLABUS:
UNIT I
Understanding cloud computing – History of cloud computing – Cloud architecture modeling – design - Cloud computing for everyone

UNIT II
Cloud web application Design – Cloud Database design and tools – Cloud services development – Cloud computing for organizations

UNIT III
Using cloud services – collaborating on calendars, schedules, Event Management, contact Management, project Management, word processing, and spread-sheets, sharing files, web based desktops, web based communication tools, social networks, blogs and wikis

UNIT IV

UNIT V
Infrastructure as a Service, Platform as a Service, Software as a Service, Hardware as a Service – Virtualization – Private, Hybrid Cloud for Enterprise

REFERENCES:
1. Michael miller, cloud computing, “web based Applications that change the way you work and collaborate online” PEARSON, Seventh Impression, 2012
3. David S. Linthicum, Cloud computing and SOA Convergence in Your Enterprise, Pearson, 2010
4. Christopher M. Moyer, Building Application in the Cloud, Pearson, 2012
COURSE RATIONALE:
This subject on “Information Storage and Management” deals with the concepts, principles and deployment considerations across all technologies applicable for storing and managing information.

COURSEOBJECTIVES:
At the end of the course, the student gain knowledge in the following topics related to Information Storage and Management.

- Understand the information storage and intelligent storage system
- Learn about storage networking technologies
- Be able to identify and measure information Availability, backup, recovery, local replication and remote replication
- Understand how to secure and manage storage infrastructure

SYLLABUS:
UNIT I
Introduction to Information Storage – Intelligent Storage system – Data Center Environment – DBMS – Introduction to Flash Drives

UNIT II

UNIT III

UNIT V

UNIT V

REFERENCES:
COURSERATIONALE:
This subject on “Business Data Communication” covers the technology, architecture and applications essential to Business and Information Management.

COURSEOBJECTIVES:
At the end of the course, the student will understand the following concepts required for Business Data Communication.
- Business Information
- Distributed Data Processing
- Internet Architecture
- TCP/IP and OSI
- Client- server computing
- Data Communication Fundamentals
- Management Issues in Business Data Communication

SYLLABUS:
UNIT I
Introduction to Information and communication – Business information – Extending LAN through WAN – Information communication components: Service, User and Enterprise

UNIT II

UNIT III
Internet based applications – Client server and internet computing – Internet operation – Wireless WAN’s – Recent trends in Web-application

UNIT IV
Data transmission – Data communication – Data link control and multiplexing – Communication Equipments

UNIT V

REFERENCES:

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<th>BUSINESS INTELLIGENCE SYSTEM</th>
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COURSERATIONALE:
The purpose of learning this course on “Business Intelligence System” is to provide an introduction to the field of Business Intelligence, which has been defined as the extensive use of data, statistical and quantitative analysis, exploratory and predictive models, and fact-based management to drive decisions and actions. The development and use of data warehouses and data marts to support business analytics is discussed. The use of key performance indicators, dashboards and scorecards for performance
management and opportunity assessment are addressed. Text and web mining are discussed, and the application of selected data mining techniques to business decision making situations is illustrated. Students actively participate in the delivery of this course through case and project presentations.

**COURSE OBJECTIVES:**
At the end of this course on Business Intelligence System, the learner will be able to:
- Gain an understanding of how managers use business analytics to formulate and solve business problems and to support managerial decision making.
- Become familiar with the processes needed to develop, report, and analyze business data.
- To learn how to use and apply selected business analytics software

**SYLLABUS:**

**UNIT I**
Overview of Business Intelligence Systems - components of Business Intelligence - data warehousing - data mining - how is business intelligence different from information, algorithms, mind-set required for a business analytics profession

**UNIT II**
Concepts of data warehousing – Data Warehouse Architecture - applications. E-T-L (Extract, Transform, Load) concepts - Difference between data warehousing and data mining

**UNIT III**
Data Mining – OLAP analysis - algorithms for data mining, classification and prediction, discriminate analysis, classification and regression trees, and cluster analysis

**UNIT IV**
Decision Support system, Neural Networks, Web mining and text mining

**UNIT V**
Applications of Business Intelligence
Practice sessions: Analysis of Data, Data mining using SPSS

**REFERENCES:**
6. Soumen Chakrabarti, Earl Cox, Ian H. Witten, Morgan Kaufmann, "Data mining: know it all", 2008
COURSERATIONALE:
This subject explains the concepts, strategies and issues involved in planning, implementing & managing systems.

COURSE OBJECTIVES:
At the end of the course on “Enterprise Resource Planning” the student will learn and understand the following.
  ERP in Indian Companies
  ERP Architecture
  Establishing Need for ERP
  Business Case for ERP
  ERP Life Cycle
  ERP and Business Process Reengineering
  ERP Implementation Process
  Post ERP Implementation

SYLLABUS:
UNIT I
Introduction to ERP Systems - Role of ERP in Business –Advanced ERP –ERP & E-Commerce – ERP Architecture – ERP Technologies

UNIT II

UNIT III

UNIT IV

UNIT V

REFERENCES:
COURSERATIONALE:
The purpose of learning this course on “Software Project Management” is to provide an introduction to the field of Software Project Management, which is by far the most important factor in software project execution. The course begins with the introduction to the definition of Software projects along with their types and covers the project planning stage in SPM, different metrics used, processes for control and monitoring, and configuration management. The concepts of RFP and CMMI frameworks are also included so that the different process areas required for project management activities could be understood. General concepts of risk management is included to understand risk identification, risk mitigation and risk management. Students actively participate in the delivery of this course through case and project presentations.

COURSE OBJECTIVES:
At the end of this course on Software Project Management, the learner will be able to:
Understand how SPM is important in the execution of software projects
Gain useful insight into the intricacies involved in Software Project Management
Appreciate the need for SPM to be systematic and at the same time meet the goals of the project and customer requirements.

SYLLABUS:
UNIT I
Understanding software projects – Project management vs. product management – stages of project management – Software project life cycle - Managerial issues.

UNIT II

UNIT III
Software effort estimation techniques: KLOC/SLOC estimation, expert opinion, top-down and bottom-up approach, use-case point estimates, object point estimates, Delphi technique – Project test plan – Software quality assurance (SQA) – Software quality control (SQC) – cost of quality – Software quality Metrics – SEI-CMMi model

UNIT IV
UNIT V
Project scheduling – Activity diagrams – Network diagrams – PERT & CPM for Schedule development – Schedule compression technique – Critical chain method – Software project scheduling tools – Program - Project-Program-Portfolio relationships - Project portfolio – Project Management Careers

REFERENCES:
2. GP Sudhakar, “Elements of Software Project Management”, PHI 2010
COURSE RATIONALE:
The course on Database Management System provides a comprehensive study on Database Development Life Cycle, Architecture and Implementation issues.

COURSE OBJECTIVES:
After learning the subject, the student will understand and gather knowledge in the following.
- Database Development life cycle
- Relational Database Management System
- Database Modeling
- Query Languages
- Database Implementation issues

SYLLABUS:

UNIT I
Introduction to DBMS-Components of DBMS-Functions of DBMS-Data Dictionary-Database users- DDLC-RDBMS

UNIT II

UNIT III
Introduction to Structured Query Language(SQL)-DDL, DML,DCL-Queries and Sub queries-Joins and unions, pl/sqlDatabase Implementation issues

UNIT IV
Query processing and Query optimization-Database security-Data Integrity-Transaction Management & Concurrency control mechanisms

UNIT V
Backup and Recovery, Knowledge Discovery in Data bases (KDD), Introduction to Data Warehousing and Data Mining.

REFERENCES:
1. Ramez Elmasree, Shankant B. Navathe , Fundementals of Database systems Fifth Edison - Pearson Education, Copy right@2007
4. Database Management System- Oracle SQL and PL/SQL –PHI- Pranab Kumar Das Gupta- Copyright @2009.
5. Fundementals of Database Management Systems by Alexis Leon and Mathew Leon-Mc. Graw hill Education –Copy right and Reprint@2010
COURSE RATIONALE:
The purpose of this course on Software Quality Engineering is to enable the students to understand the essence and nuances of various paths for achieving quality of software.

COURSE OBJECTIVES:
At the end of the course, the students are able to understand and analyze the following with respect to the software development, testing and implementation:
- Models and Frameworks of Quality
- Software Process Capability Improvement Models
- Software Metrics
- Project types and Delivered Quality
- Quality Deployment Methods
- Quality and culture

SYLLABUS:
UNIT I

UNIT II

UNIT III
Seven Basic Quality tools in Software development – check-list, Pareto diagram, Histogram, run-chart, Scatter diagram, Control Chart, Cause-Effect diagram, Relations diagram – Availability Metrics – Customer satisfaction survey – Analysing satisfaction data – In-process Quality Assessments: Preparation, Evaluation & Summarization phases

UNIT IV

UNIT V
Definitions - Reason for software standards - Benefits - Establishing standards - Guidelines - Types of reviews - Inspection of objectives - Basic inspection principles - The conduct of inspection - Inspection training

REFERENCES:
COURSE RATIONALE:
The purpose of learning this course on E-Business Technology and Management is to identify several considerations that affect the choice of IT applications, IT platforms, data access policies, and systems development methods in the present scenario.

COURSE OBJECTIVES:
At the end of this course on E-Business Technology and Management, the learner will be able to learn the following.
- Advantages of conducting business online.
- How to use the web to market products worldwide at a nominal price.
- Understand the Web Advertising techniques for improving the Profitability.
- Identify the need for the firm to have a competitive strategy.
- Experience the Readily available customer service in encouraging the customer to know more about the product or service.

SYLLABUS:
UNIT I

UNIT II

UNIT III
E-Business revenue models – Effective Web presence - Selling to Consumers Online-Selling to Businesses Online – Functions of EDI – Internet and Supply chain Management – Electronic Market place

UNIT IV

UNIT V
Internet technologies and Banking Industry – Retail business in internet – Strategies for developing E-Commerce website – Social media and e-business – Staffing and Career options for E-Commerce

REFERENCES:

COURSE RATIONALE:
The purpose of learning this course on Object Oriented Analysis and Design is to discuss concepts for systematically establishing, defining and managing the requirements for large, complex, changing and software-intensive systems, from technical, organizational and management perspectives. The course will consider the
past, present and future paradigms and methodologies in requirements management. The course will cover informal, semi-formal and formal approaches, while striking a balance between theory and practice. The course will involve building models of requirements management process and resulting documents, concerning both functional and non-functional goals/requirements/specifications, using a systematic decision-making process.

**COURSE OBJECTIVES:**
At the end of this course on Object Oriented Analysis and Design, the learner will be able to:
- Understand the need for requirements for large-scale systems.
- Identify the stakeholders involved in requirements management.
- Outline the requirements management processes.
- Create models of requirements.
- Elicit functional requirements.
- Appreciate need for non-functional requirements.
- Understand scenario analysis
- Understand object-oriented requirements engineering

**SYLLABUS:**

**UNIT I**

**UNIT II**

**UNIT III**

**UNIT IV**
User interface Design - View layer classes & interfaces – Quality Assurance - Test Plan – Test Cases – Debugging – Continuous testing - Case studies

**UNIT V**
Trends in system development – Configuration and Change Management - Managing Implementation - System usability – Measuring User Satisfaction

**REFERENCES:**
2. Alistair Cockburn, Writing Effective Use Cases-, Addison-Wesley Professional, 2000

184
The purpose of learning this course on Web Designing is to impart knowledge of Web site construction and design. Students will learn coding and then be introduced to popular Web design and graphics programs. The goal is to emphasize more than just the skills associated with individual programs, but the integration of several programs into designing effective and attractive Web sites.

COURSE OBJECTIVES:
At the end of this course on Web Designing, the learner will be able to:

- Understand HTML, Flash and other Web design technologies
- Create Web sites that are functional and well designed
- Use the interactive multimedia and communication environments, including issues of diversity and inclusiveness

SYLLABUS:
UNIT I

UNIT II
Designing Interactive Nonlinear Structure & Audience - Designing Effective content & Delivery - Connections & Speeds - Determining Best connection - Designing Audience

UNIT III

UNIT IV
Web Page Design with Tables – HTML formatting for Tables – HTML Text level Tags - Table structure - Table tags – linking table text - Table Attributes

UNIT V

REFERENCES:

MB 13SM14 C++ PROGRAMMING

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COURSE RATIONALE:
The purpose of learning this course on C++ Programming is to teach students the elements and style of the C++ language. Topics covered include language syntax, data types, the concepts of variable, scope and storage, arrays, pointers, structures, objects, functions and function call structure, parameter passing, and the sequence, selection (if-then-else), and repetition control structures (for, while, repeat-until loops).

COURSE OBJECTIVES:
At the end of this course on C++ Programming, the learner will be able to:
- Perform an analysis on a problem statement to create a basic program design.
- Understand different functions for input and output, various data types, basic operators, files and functions.
- Write basic structured C++ programs using functions, arrays and data structures.

SYLLABUS:
UNIT I
UNIT II
Objects and Classes - Implementation of class in C++, C++ Objects as physical object, C++ object as data types constructor- Object as function arguments – The default copy constructor, returning object from function – Structures and classes - Classes objects and memory static class data – Const - and classes. Arrays and Strings - The standard C++ String class - Operator Overloading- Overloading binary operators, data conversion, pitfalls of operators overloading and conversion keywords.

UNIT III
Inheritance - Derived class and based class. Derived class constructors, member function, inheritance in the English distance class, class hierarchies, inheritance and graphics shapes, public and private inheritance, aggregation: Classes within classes, inheritance and program development. Pointers - address of operator and pointer and arrays - Pointer and Faction pointer and C-types string.

UNIT IV
Virtual Functions - friend function, Static function, Assignment and copy initialization - dynamic type information. Streams and Files - Streams classes, Stream Errors, Disk File I/O with streams, file pointers - Multi file Programs

UNIT V
Object-Oriented Design – Principles of Object -Oriented Design – OOD guidelines- optimization techniques- OOD quality metrics

REFERENCES:
**VERTICAL ELECTIVE**

**AGRICULTURE MANAGEMENT**

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<th>Course Code</th>
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<tr>
<td>MB 13AM02</td>
<td>Agro Input Marketing</td>
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<td>MB 13AM04</td>
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<td>MB 13AM05</td>
<td>IT Systems For Agro Enterprises</td>
</tr>
<tr>
<td>MB 13AM06</td>
<td>Sustainable Agriculture Management</td>
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</tbody>
</table>
COURSE RATIONALE:
There is an increasing realization among the planners and bankers that the Indian agriculture’s need for finance is unique and needs careful management. This course aims to focus on this aspect.

COURSE OBJECTIVES:
The learners will be able to:
- Develop the perspective of financing agricultural operations and rural development in India
- Appreciate the current developments in this field.

SYLLABUS:
UNIT I
Role of credit in Agriculture-Types of agricultural finance- financing of Indian agriculture- traditional sources of finance and their issues- Importance of cooperative credit - Estimation of agricultural finance - issues involved

UNIT II
Theoretical background of Agricultural finance?- productive and consumption credit – cash and kind loans – The 3Rs of credit- Crop loan

UNIT III
Financial Institutions – Central banks - role of NABARD, RBI and developmental banks – State level - Cooperative bank structure and operations, problems and fixes. – Legal Framework for Agro finance and lending

UNIT IV

UNIT V
Finance For Micro Finance – SHGs Bank linkages , Insurance – Crop Insurance, Financing Agro exports

REFERENCES:
2. KG Karmakar , Microfinance In India, Sage India, 2008
COURSE RATIONALE:
As we have a vast potential for the agro inputs for the country, the system needs a vast pool of trained personnel to manage such a critical function in the economy well versed with the marketing of these products.

COURSE OBJECTIVES:
The participants will be able to appreciate the rationale in marketing of agro inputs like fertilizers, pesticides, seeds etc. and be able to
   Create a marketing strategy for the same
   Execute the strategy for the benefit of nation as a whole

SYLLABUS:
UNIT I
Define Agricultural Marketing –history of agricultural marketing- different approaches.
UNIT II
Types of agro input markets - functions and services - futures trading- marketing channels used for agro inputs
UNIT III
Marketing institutions - rule of the games - formal/informal, current scenarios
UNIT IV
Agricultural marketing system - then and now, market integration, contract farming, marketing development and planning, modem infrastructural facilities, cooperative/ group marketing systems
UNIT V
Value addition and chain, agro-processing, post harvest technology, marketed and marketable surplus, marketing costs and margins, marketing efficiency and input marketing.

REFERENCES:
COURSE RATIONALE:
Not just an agro enterprise but also the agriculture as an industry needs project management skills at the farming level as well. This course is aimed at providing that insight.

COURSE OBJECTIVES:
The participants will be able to understand the various project management skills so as to
- Create project plans for various agro-industrial ventures/micro enterprises
- execute the plans to reach the objectives

SYLLABUS:
UNIT I
Meaning, importance, need, objectives for project analysis, features of agricultural project, strategies for planning agricultural project

UNIT II

UNIT III

UNIT IV

UNIT V
Techniques of analysis-B:C ratio, NPW, IRR, Payback period, PERT/CPM,SWOT analysis. Project finance-sources, management, analysis, incentives, and subsidies

REFERENCES:
1. Peter Smith ,Agricultural project management: monitoring and control of implementation, , Elsevier 11084
COURSE RATIONALE:
Agricultural cooperatives are a vehicle to carry out not just co-operative farming, but also to engage in

COURSE OBJECTIVES:
At the end of the course the participants will
- Become acquainted with the theoretical and practical elements of cooperative form of business enterprise
- Appreciate the need for cooperatives in our country and be able to
- Apply the financial and organization building methods for a cooperative firm
- Acquire experience in the application of cooperative principles
- Develop the skills to work in cooperative oriented firm

SYLLABUS:
UNIT I
Agricultural co-operatives- objectives, organizational structure, functions and working. Credit Co-operatives-PACBs, FSS, LAMPS, Farming societies

UNIT II
Marketing Co-operatives-Processing Co-operatives- Sugar Co-operatives, Spinning Co-operatives, Fisheries Co-operatives

UNIT III
Non-agricultural co-operatives - objectives, organizational structure, functions and working

UNIT IV

UNIT V
Agricultural co-operatives- objectives, organizational structure, functions and working. Credit Co-operatives-PACBs, FSS, LAMPS, Farming societies. Marketing Co-operatives-TAPCMS, MARKFED, NAFED, CAMPCO, MAMCO, KMF, KOF

REFERENCES:
1. Dr.LP Singh , Cooperative Marketing in India and abroad, , Himalaya 2001
2. Katar Singh, Rural development principles, policies and management, Sage publications 2009
IT systems are becoming the strategic requirement for any enterprises to conduct business. In this regard the Agricultural ventures also do need

COURSE OBJECTIVES:
At the end of the course the participants will
  Become acquainted with the theoretical and practical elements of IT systems in agriculture and be able to
  Apply the most updated quantitative methods in data collection and analysis
  Acquire experience in the analysis and design of IT systems and implemented
  Develop the skills to work in a multidisciplinary group

SYLLABUS:
UNIT I
Fundamentals of Information Technology – applications scope and models

UNIT II

UNIT III
Database Management System and analytics – Data – simple analysis and advanced tools

UNIT IV
Enterprise Resource Planning and Production, marketing systems

UNIT V
Distribution applications - Applications of RFID and WI-FI Technology

REFERENCES:
4. Grady Booch, Object Oriented Analysis and Design With Application, Pearson Education India, 2006

MB 13AM06 SUSTAINABLE AGRICULTURE MANAGEMENT  L T P C
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COURSE RATIONALE:
As we face major challenges to the agriculture and food security due to global environmental changes it is more urgent for us to manage the major livelihood industry sustainably.

COURSE OBJECTIVES:
To learn about the major environmental issues in agricultural production systems and in urban residential areas and the interactions of social, economical, and environmental factors for meeting water quality standards.

To learn the land and nutrient management practices for protecting agricultural and urban environments and give students a practical look at using research to solve environmental problems.

To evaluate the current science behind the best management practices and policies and think critically about future scientific needs.

SYLLABUS:

UNIT I
Introduction and scope of sustainability and challenges

UNIT II
Academic and aspects of basic farm management, - seasonal crop production, nutrient management, animal husbandry, irrigation

UNIT III
Plant breeding for seed production, weed and pest control, Challenges and opportunities

UNIT IV
Direct and wholesale marketing, influence of policy on farm management.

UNIT V
Facilities and advances in sustainability - vermiculture, composting, Panchagavya and biodiesel production.

REFERENCES:

2. Fabio Giudice, Guido La Rosa, Product Design for the environment-A life cycle approach, Taylor and Francis 2006
3. N Rastogi Mac Millan , Managing creativity For Corporate ExcellencePublished by Macmillan Publishers India , 1999
5. Drucker, Peter , Innovation and Entrepreneurship-. Excellence Pub 2012
AUTO INDUSTRY

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<td>MB 13AI06</td>
<td>Marketing Practices in Auto Industry</td>
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COURSE RATIONALE:
The purpose of learning this course on Introduction to Auto Industry is to understand the evolution of Auto industry and appreciate the Theoretical and Practical aspects of various issues involved in Global Auto Industry.

COURSE OBJECTIVES:
After studying this course learners will be able to
Understand the evolution of Auto industry; Gain an in-depth knowledge about the technical aspects of Auto industry; appreciate the role of India as a global Auto manufacturing hub and understand the dynamics of Indian Automotive markets and consumers.

SYLLABUS:
UNIT I
Introduction to Auto Industry – Evolution of Auto industry from Cart to Car - History of U.S, German and Japan auto industry – Segments of Auto industry
Delivery Mode: Lectures and Case Study

UNIT II
History of Indian automotive industry – Market characteristics – Export scenario – Demand determinants – Advantages, Trends, growth drivers and opportunities of Indian auto industry.
Delivery Mode: Lectures and Case Study

UNIT III
SMEs in Auto industry – Key segments – Market overview – Growth drivers – Trends – Opportunities – Challenges – Factors driving competitiveness of SMEs.
Delivery Mode: Lectures and Case Study

UNIT IV
Delivery Mode: Lectures and Case Study

UNIT V
Automotive design – Supply chain management - Toyota production system – Total productive maintenance.
Delivery Mode: Lectures and Case Study

REFERENCES:

COURSE RATIONALE:
The purpose of learning this course is to understand the set of product development methods that can be put into immediate practice on development projects.

COURSE OBJECTIVES:
After studying this course the learners will be able to
Understand the perspectives of marketing, design and manufacturing into a single approach to product development and understand the nuances, exceptions and subtleties practiced in industries.

SYLLABUS:
UNIT I
Development processes and organizations – Product Planning – Identifying the customer needs
Delivery Mode: Lectures and Case Study

UNIT II
Product specification – Concept generation – Concept selection – Product architecture
Delivery Mode: Lectures and Case Study

UNIT III
Industrial design – Design for manufacturing – Prototyping – Robust design
Delivery Mode: Lectures and Case Study

UNIT IV
Patents and Intellectual property
Delivery Mode: Lectures and Case Study

UNIT V
Product development economics – Managing projects.
Delivery Mode: Lectures and Case Study

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COURSE RATIONALE:
The purpose of learning this course on Six Sigma practices in Auto industry is to enlighten the students on the thrust of manufacturing and service excellence in Auto industry through Six Sigma methodologies.
COURSE OBJECTIVES:
After studying this course the learner will be able to understand the principles, tools and techniques of Six Sigma and Integrate Six Sigma with Business results and competitive advantage.

SYLLABUS:
UNIT I
Foundations and principles of Six Sigma Delivery Mode: Lectures and Case Study

UNIT II
DMAIC Methodology Delivery Mode: Lectures and Case Study

UNIT III
Concept and design development Delivery Mode: Lectures and Case Study

UNIT IV
Optimization and verification Delivery Mode: Lectures and Case Study

UNIT V
Six Sigma Implementation
Delivery Mode: Lectures and Case Study

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COURSE RATIONALE:
The purpose of learning this course on Supply Chain Management practices in Auto industry is to enable students to gain a deeper understanding of supply chain management practices in Indian Auto industry context.

COURSE OBJECTIVES:
After studying this course the learner will be able to understand the evolution of supply chain management, get an insight on the dynamics and design of supply chain management and understand the role of IT and Quantitative tools for SCM.

SYLLABUS:
UNIT I
Overview of supply chain management – Supply chain dynamics – Designing the supply chain
Delivery Mode: Lectures and Case Study

UNIT II
SCM effectiveness – Upstream interface – Downstream interface
Delivery Mode: Lectures and Case Study

UNIT III
Transportation, Storage and Warehousing
Delivery Mode: Lectures and Case Study

UNIT IV
Role of IT in SCM
Delivery Mode: Lectures and Case Study

UNIT V
Quantitative tools for SCM.
Delivery Mode: Lectures and Case Study

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COURSE RATIONALE:
The purpose of learning this course on Quality Management in Auto industry is to enlighten the students with quality management techniques practiced in Auto industry.

COURSE OBJECTIVES:
After studying this course the learner will be able to understand the fundamentals, tools and techniques of quality management and gain in-depth knowledge on Fork Model and TS 16942 certification.

SYLLABUS:
UNIT I
Fundamentals of quality – Quality Gurus – TQM Kite marks
Delivery Mode: Lectures and Case Study
UNIT II
Continuous improvement – Kaizen, 5S, Poka-Yoke, QFD and CWQC
Delivery Mode: Lectures and Case Study

UNIT III
Diagnostic tools and techniques – Change concepts
Delivery Mode: Lectures and Case Study

UNIT IV
Administrative systems for quality management – The Fork model for quality management
Delivery Mode: Lectures and Case Study

UNIT V
Delivery Mode: Lectures and Case Study

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COURSE RATIONALE:
The purpose of learning this course on marketing practices in Auto industry is to understand the current market scenario and marketing practices in Auto industry.

COURSE OBJECTIVES:
After studying this course the learner will be able to understand the market scenario in India and gain an insight on innovative marketing practices in Indian auto industry.

SYLLABUS:
UNIT I
Market scenario of various auto segments – Devising marketing plan and strategies for various auto segments – Niche market in Auto industry – Sustainable market development
Delivery Mode: Lectures and Case Study

UNIT II
Delivery Mode: Lectures and Case Study

UNIT III
Channel management – Partner management – Sales management – Dealership operations – After sales service – OEM and replacement spares market - Multi-brand auto retailing

Delivery Mode: Lectures and Case Study

UNIT IV
Advertising strategies for auto products – Sales promotion strategies – Company promotions and dealer promotions – Role of brand ambassadors in sales promotions

Delivery Mode: Lectures and Case Study

UNIT V
Customer relationship management – Vehicle financing – Used vehicles market

Delivery Mode: Lectures and Case Study

REFERENCES:

ENTREPRISE RESOURCE PLANNING

| MB 13ER01 | Materials Management Processes |
| MB 13ER02 | Financial Planning Processes |
| MB 13ER03 | Sales and Distribution Processes |
| MB 13ER04 | Production Planning Processes |
| MB 13ER05 | Customer Service Processes |
| MB 13ER06 | Controlling Processes |
COURSE RATIONALE:
The purpose of learning this course on MATERIALS MANAGEMENT PROCESSES is to make the
Students to understand the Functions of SAP ERP in Materials Management, the role and
Importance of the Procurement Processes, Provide insight into the Master database and Illustrate
Basic knowledge of customizing settings for Materials Management.

COURSE OBJECTIVES:
At the end of this course on MATERIALS MANAGEMENT PROCESSES the learner will be able to:
Name the basic organizational levels, master data, and functions of SAP ERP for the procurement processes in the supply chain.
Carry out a procurement process for stock material in SAP ERP
Carry out a procurement process for consumable material in SAP ERP
Carry out a procurement process for external services in SAP ERP
Make use of selected automation options in the procurement process
Explain the materials planning process in Materials Management
List the various options for optimizing purchasing operations and their prerequisites
Describe additional functions in Purchasing
Carry out a goods receipt, reservation and goods issue
Handling pipeline, consignment, and subcontracting materials
Illustrate basic knowledge of Customizing settings for Materials Management

SYLLABUS:

UNIT I - Basics of Procurement Process
UNIT II – Procurement of Stock Material


UNIT III - Procurement of External Services


UNIT IV - Inventory Management
Goods Receipt without reference to purchase order or production order, Goods receipt Blocked stock and release, Goods receipt in Quality inspection without Quality Management, Reversals and Return Deliveries, Reservations and Goods issues, Stock transfer/Transfer posting, Special Inventory Management topics, Pipeline material handling, Consignment and subcontracting material purchasing, Exercises.

UNIT V Reporting in MM
Business Scenario, Standard Reporting, Scope of List and Selection Parameters, SAP Logistics Information System (LIS), The Logistics Data Warehouse in the SAP System, Logistics Data Warehouse, From Document to Analysis, Reporting in the LIS, Reporting in Standard Analyses, Exercises.

PRACTICALS
Basics of Procurement Process
Master Data in the Procurement Process
Procurement of Stock Material
Procurement of Consumable Material
Procurement of External Services
Automated Procurement
Inventory Management

REFERENCES:
COURSE RATIONALE:
The purpose of learning this course on FINANCIAL PLANNING PROCESSES is to make the Students to understand the financial concepts in SAP – ERP, Organizational Structure of Financial Planning Processes, Applications of Financial Planning Processes module and illustrate the basic knowledge of Customizing settings for Financial Planning Processes.

COURSE OBJECTIVES:
At the end of this course on FINANCIAL PLANNING PROCESSES, the learner will be able to:
Describe the basic structure and procedures of the financial accounting in the SAP ERP System
Perform essential functions of Financial Accounting
Explain the roles of various applications in Financial Accounting
Explain how the financial modules relate to each other
Perform typical accounting transactions in the application components of financial accounting.

UNIT I - General Ledger Accounting

UNIT II - Accounts Payable

UNIT III - Accounts Receivable
UNIT III - Asset Accounting
Business Scenario, Asset Master Data, Assets in FI Organizational Units, Asset Class, Depreciation Areas, Control Data in Depreciation Areas, Account Determination, Group Assets and Sub-Numbers, Daily Accounting Transactions in Asset Accounting, Transaction Type, Asset Transactions, Unplanned Depreciation, Assets Under Construction, Asset Explorer, Closing Procedures in Asset Accounting, Overview: Asset Closing, Inventory, Depreciation Posting Run, Asset History Sheet, Exercises.

UNIT IV Travel Management

UNIT V Preparing Financial Statements

PRACTICALS
General Ledger Accounting
Accounts Payable
Accounts Receivable
Travel Management
Bank Accounting
Preparing Financial Statements

REFERENCES:
1. Manish Patel, Discover SAP ERP Financials, SAP Press
COURSE RATIONALE:
The purpose of learning this course on SALES AND DISTRIBUTION PROCESSES is to make the Students to Understand the basic sales and distribution processes in SAP System , the role and importance of the Sales and Distribution Process ,the necessity of Master databases and Illustrate basic knowledge of Customizing settings for Sales and Distribution Process for a Sales organization.

COURSE OBJECTIVES:
At the end of this course on SALES AND DISTRIBUTION PROCESSES the learner will be able to:
Recognise the basic processes in sales and distribution
Carry out the most important functions from pre-sales right through to the receipt of payment
Learn to use SAP functions
Maintain sales and distribution data and name the enterprise structure required for these
Work with different sales and distribution documents
Describe the routes from sales and distribution to areas such as materials management, production and accounting
Carry out evaluations on the sales and distribution processes in the SAP System

SYLLABUS:
UNIT I - Enterprise Structures in Sales and Distribution

UNIT II - Master Data in Sales and Distribution
Unit Business Scenario, Data Origin in Sales Documents, Customer Master, Data on the General Data Tab Pages, Data on the Sales Area Data Tab Pages, Partner Functions in the Customer Master, Data on the Company Code Data Tab Pages, Effects of Changes in the Customer Master, Material Master, Data on the Sales Tab Pages, Cross-Division Sales, Division-Specific Sales, Customer - Material Information Record, Order Entry Using Customer-Material Info Record, Output, Incompletion Log, Condition Master, Condition Master Records in Pricing, Pricing in Sales Orders, Common Master Data - Distribution Channels, Common Master Data – Divisions.

UNIT III - Sales From Stock - Available
Processes with Stock: Business Scenario, Sales Document Types, Sales Document Functions, Determining the Delivering Plant Automatically, Shipping Point, Route, Determining the Shipping Point Automatically, Determining the Route Automatically, Delivery Scheduling, Transportation Scheduling, Backward Scheduling, Forward Scheduling, Collective Processing in Shipping, Outbound Delivery Options, Picking in Shipping, Processing, Collective Processing in Picking, Picking Options, Collective Processing for Posting Goods Issue, Collective Processing in Billing, Billing Options, Worklists. **Sales from Stock – Shortage:**

Unit Business Scenario, Availability Check in the Sales Order, Material Availability Date Check, Plant Check, Control of Availability Check, Transfer of Requirements, Complete and Partial Deliveries, Backorder Processing, Document Flow with Outgoing Shipment, Creating Shipment Documents, Loading and Packing Shipments, Billing Shipment Costs to the Customer, Connection to Financial Accounting.

**UNIT IV - Make-To-Order**

Unit Business Scenario, Sales Support Tasks, Pre-Sales Documents, Document Flow in the Pre-Sales Phase, Item Categories, Item Category Determination Normal Item, Item Category Determination in the Standard Order, Make-To-Order Flow, Make-To-Order Production without Assembly Processing, Make-To-Order Production with Assembly Processing, Cost Management by Item, Packing, Outbound Delivery from Sales Order Stock. **Returns and Credit Memo Processing:** Returns / Credit Memo: Business Scenario, Processes in Complaints Processing, Processing Credit and Debit Memos, Approval of a Credit Memo, Processing Returns, Processing Invoice Corrections, Invoice Correction Procedure, Cancelling a Billing Document

**UNIT V - Reporting and Analysis on the Processes in Sales and Distribution**


**PRACTICALS**

Overview of Sales Processes
Master Data in Sales and Distribution
Sales From Stock - Available
Sales from Stock - Shortage
Make-To-Order
Returns and Credit Memo Processing

**REFERENCES:**

1. D. Rajen Iyer, Effective SAP SD, SAP Press


COURSE RATIONALE:
The purpose of learning this course on PRODUCTION PLANNING PROCESSES is to make the Students to understand the Process of Production Planning in depth, the role and importance of the MRP, KANBAN and Illustrate basic knowledge of Customizing settings for Production Planning Organization.

COURSE OBJECTIVES:
At the end of this course on PRODUCTION PLANNING PROCESSES the learner will be able to:
- Explain the manufacturing organizational structures
- Describe the basic PP master data
- Will understand the BOM and also able to describe BOM for Manufacturing Organization.
- Perform MRP using various repetitive and make-to-order production strategies
- Execute the plans using production orders, repetitive manufacturing and KANBAN production techniques
- Interpret the results of the discrete manufacturing planning and execution processes

SYLLABUS:
UNIT I - Master Data
Master Data: Business Scenario, Organizational Levels: Production, Company Code, Plant, Storage Location, Manufacturing Master Data, Material Master Data, Material Type, Material Master Record: Views, Material Master Record: Data Structure, Material Master: Basic Data View, MRP View, Work Scheduling View, Accounting View, Bill of Material Definition BOM, BOMs in Production Planning, Single-Level Bill of Material, Multi-Level Bill of Material Structure, BOM Category, BOM Usage, BOM Structure, BOM Item Categories, BOM Effectivity, Work Center, Work Center Data, Work Center Hierarchy, Routings: Overview, Routings: Groups, Routings: Sequences, Work Center Relationship to Operation, Component Assignments, Production Resources/Tools, PP Costing, PP Costing Data, Exercises.

UNIT II - Planning and Execution with Final Assembly
UNIT III - Make-to-Stock Production

UNIT IV - Make-to-Order Production

UNIT V - Repetitive Manufacturing / KANBAN

PRACTICALS: Master Data , Planning and Execution with Final Assembly ,Make-to-Stock Production, Make-to-Order Production and Repetitive Manufacturing / KANBAN

REFERENCES:

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COURSE RATIONALE:
The purpose of learning this course on CUSTOMER SERVICE PROCESSES is to make the Students to understand the process of Customer Service in SAP – ERP, Organizational Structure of Customer Service Processes, the applications of Customer Service Processes module and also make them to carry out the service to their customers effectively by using SAP-ERP. Illustrate basic knowledge of Customizing settings for Customer Service Process.

COURSE OBJECTIVES:
At the end of this course on CUSTOMER SERVICE PROCESSES the learner will be able to:
Describe how customer service processes are represented and supported in the SAP System
Use the business transactions for customer service
List the evaluation options
Understand the integration of customer service component with other applications

SYLLABUS:
UNIT I - CS – Overview

UNIT II - Technical Objects

UNIT III - Field Service Planning

Communication, Order and Operation Statuses, Order Confirmation, Order Confirmation, Time Confirmation, Activity Report, Material Confirmation, Non-Stock Material Confirmation, Technical completion, Billing, Resource-Related Billing, Billing Service Orders, Warranty Processing, Order Completion, Cost and Revenue Analysis in the Service Order, Order Settlement, Business Completion , Exercises.

UNIT IV - Returns and Repairs


UNIT V Planned Customer Service

PRACTICALS: Field Service Planning ,Returns and Repairs ,Service Contracts and Evaluations.
REFERENCES:
MB 13ER06  CONTROLLING PROCESSES  L  T  P  C  
3 0 0 3

COURSE RATIONALE:
The purpose of learning this course on CONTROLLING PROCESSES is to make the Students to understand the Management Accounting, Organizational Structure for Controlling Process, organisation Business in Controlling Process and the scope of Reporting. Illustrate basic knowledge of Customizing settings for Controlling Process.

COURSE OBJECTIVES:
At the end of this course on CONTROLLING PROCESSES the learner will be able to:
- Use the main controlling (CO) functions
- Identify the components in CO that address different business requirements
- Explain how the CO components are integrated with each other
- Explain how CO is integrated with other SAP ERP components
- Understand SAP CO terminology
- Describe the different cost allocation methods and explain the differences between them
- Decide which CO tools to use in given business situations.

SYLLABUS:

UNIT I Overview Of Controlling
Overview Of Controlling: Business Scenario, General Tasks of Controlling, Accounting Architecture, FI and CO: Standard versus Flexibility, Reporting Requirements, Controlling Architecture, Important Controlling Areas, Typical Controlling Area Tasks, The Components of Controlling, Overview of CO Components, Cost and Revenue Element Accounting, Overhead Cost Controlling (CO-OM) and Activity-Based Costing (ABC), Cost Center Accounting, Internal Orders, Activity-Based Costing: Model, Product Cost Controlling (CO-PC), Product Cost Controlling: Overview, Product Cost Planning, Cost Object Controlling, Material Ledger Concept, Actual Costing, Profitability and Sales Accounting, Aspects of Profitability and Sales Accounting, Typical Questions in Profitability Analysis, Profitability Analysis per Market Segment, Typical Questions in Profit Center Accounting, Profit Center Accounting, Profitability and Sales Accounting: Methods, Integration, Integration Within CO - Value Flows, Integration With Other Modules, Transfer Price Concept in ERP, Managing a Global Enterprise, Different Views of a Corporate Group, Multiple Valuation Views

UNIT II Representing Your Business in CO
Portraying Your Business in CO: Enterprise Scenario, Organizational Units and Structures, Organizational Units, Multiple Assignment, Basic Data and Structures, Accounts and Cost Elements, Cost Elements and Revenue Elements, Master Data in Overhead Cost Controlling, Cost Center, Activity Type, Statistical Key Figures, Internal Order, Business Process, Master Data Groups, Master Data in Product Cost Controlling, Master Data in CO-PC, Product Cost by Order, Product Cost by Period, Product Cost by Sales Order, Master Data in Profitability and Sales Accounting, Types of Profitability Analysis, Basic Concepts of CO-PA, Profit Center, Profit Center Assignments
UNIT III Planning and Planning Integration

UNIT IV Posting to CO from Other Modules
Posting to CO from Other Modules: Enterprise Scenario, Posting to CO from Other Modules, Posting Logic, True and Statistical Objects in CO, Posting from FI to a Cost Center, Posting from HR to a Cost Center, Posting from MM to a Cost Center, Posting MM Purchase Orders to a Cost Center, Commitments, Statistical and Real Postings, Posting to a Statistical Order, Posting to a Real Order, Posting to a Profitability Segment .Transaction-Based Postings In CO : Transaction-Based Postings In CO, Transactions related to Overhead Cost Controlling, Reposting Line Items, Direct Activity Allocation, Time Sheet, Budget Management, Availability Check, Easy Cost Planning and Execution Services, Templates for Easy Cost Planning, Transactions Relevant to Cost Object Controlling, Product Cost Controlling, Cost Accounting at Order Level, Cost Controlling at the Product Level, Typical Activities in Cost Object Accounting, Process Chain: Order-Related Manufacturing, Delivery to Stock, Relevant Transactions for Profitability and Sales Accounting, Selling Goods and Services, Steps in Sales Order Processing, Transferring Sales Order Receipts to CO-PA, Delivery and Billing, Selling Goods and Services - without Sales Order Controlling, Selling Goods and Services - with Sales Order Controlling, Transfer Prices, Transfer Prices in Profit Center Accounting, Example for Transfer Prices

UNIT V Period-End Postings in CO
Period-End Postings in CO: Business Scenario, Overhead Cost Controlling, Postings of Statistical Key Figures, Transferring Statistical Key Figures from the

PRACTICALS: Representing Your Business in CO, Reporting Tools, Planning and Planning Integration, Posting to CO from Other Modules, Transaction-Based Postings In CO, Period-End Postings in CO.

REFERENCES:
## HOSPITALITY MANAGEMENT

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<tr>
<th>Course Code</th>
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<td>MB 13HM01</td>
<td>Hospitality Management</td>
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<tr>
<td>MB 13HM02</td>
<td>Event Management</td>
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<tr>
<td>MB 13HM03</td>
<td>Advanced Kitchen and Service Management</td>
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<tr>
<td>MB 13HM04</td>
<td>Hospitality Facility Planning</td>
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<tr>
<td>MB 13HM05</td>
<td>International Tourism Management</td>
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<td>MB 13HM06</td>
<td>Revenue and Pricing Management For Hospitality</td>
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COURSE RATIONALE:
End of this course, students are able to get a basic idea about hospitality management with respect to different functional domains

COURSE OBJECTIVES:
To create awareness on global tourism and hospitality industry
To provide strategic knowledge on hospitality management
To give exposure to hotel operations
To build the capability of handling various functional areas of the hospitality industry

SYLLABUS:
UNIT I The World of Hospitality
Introduction to Tourism and Hospitality Industry; Characteristics and Nature of Hospitality Industry; Size and Scope of Lodging Industry; Economic and Other impacts of tourism; Evolution and growth of Hotel Industry

UNIT II Hotel Organization
Vision, Mission and Objective; Hotel Development and Ownership; Classification of Hotels; Hotel Departments – Structure and Functions

UNIT III Rooms Division Department
Front office management; Advanced Accommodation Operations; Delivering Quality guest service; Guest History Maintenance; Service Recovery Model; Computer Application in Hotel Industry; Hotel safety and security; Trends in Hospitality Industry

UNIT IV Hospitality Marketing
Challenges faced by hospitality sales and Marketing; Basic concepts of Marketing; Market segmentation and Positioning; Marketing Mix Decisions; Competition and Marketing; E-marketing; Trends in Hospitality Marketing

UNIT V Human Resource Management
Human resource planning; Human Resource Development; Recruitment Process; HR Challenges in Hospitality Industry; Employee Motivation and Retention

REFERENCES:
1. S.K. Bhatnagar - Front Office Management, Frank Bro’s and Co, 2009
2. Bake, Huyton and Bradley - Principles of Hotel Front Office Operation - Cengage\Delmar Learning India, 2008
End of this course, students can get the confidence of undertaking the event as their own with systematic planning and execution in a successful manner.

**COURSE OBJECTIVES:**
- To give exposure on event management
- To make the student to do the systematic planning of events
- To provide special knowledge on tourism event
- To develop the marketing skills with respect to events
- To build the leadership capability through the concept of MICE

**SYLLABUS:**

**UNIT I Introduction to Event Management**
Role of Events for the promotion of Tourism; Types of Events; Concepts and Design; Event Management Team; Factors affecting Event Management

**UNIT II Planning an Event**
Budget; Planning, staging and Staffing; Operation and Logistics; Safety and Security; Monitoring, Controlling and Evaluating an Event

**UNIT III Tourism Destination and Event Planning**
Issues of tourism management, planning, image, perception and development of destination as a brand

**UNIT IV Event Marketing**
Event Planning; Event Marketing – Issues and evaluation of events through case studies; Sample Event profile

**UNIT V MICE – A Grouping segment**
Concept of MICE; Types of Meeting; Role of Travel agency in the Management of Conference; Key players in the industry; Role and Function of ICCA and ICIB; Trends in convention, Meeting and Expositions

**REFERENCES:**
2. Hoyle, Dorf and Jones (110105), Meaning conventions and Group business Educational Institute of AH and MA

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<thead>
<tr>
<th>MB 13HM03</th>
<th>ADVANCED KITCHEN AND SERVICE MANAGEMENT</th>
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**COURSE RATIONALE:**
End of this course, students are able to build skills towards effective management of advanced kitchen and services.
COURSE OBJECTIVES:
To develop the students to manage advanced kitchen with safety and efficient manner
To practice menu planning and control
To build service skills towards food service and its operational aspects

SYLLABUS:
UNIT I Introduction to Kitchen Management
Kitchen Management; Fuels and energy used in food operations; Kitchen Supervision; HACCP; Yield

UNIT II Menu Planning
Development and Structure; Types of Menu; Structure of Menu; Menu engineering; Examples of special Menu

UNIT III Food and Beverage control
Sales analysis; Food control cycle; Volume forecasting; Beverage control - Methods and techniques

UNIT IV Introduction to Food Service Industry
Food service operation in Hotel; Types of Services; Licensed Trade Catering; Food Service Equipments; Fast Food Management; Managed Services

UNIT V Operational Aspects of Food Service
Staffing; Budgeting; Planning food service for various events (case study); Sales promotions; Laws relating to hotel and Food and Beverage Business; International hotel regulations; Latest trends in food service operations.

REFERENCES:
1. Richard Kotas and Chandana Jayawardeni, Food and Beverage Management, Hodder and Stoughton Educational, 1994
2. Jagmohan Negi Hotel and Tourism Law, Frank Bros and Co, Publisher Ltd, 2010

COURSE RATIONALE:
End of this course, students can build the capability of effective planning of hospitality facilities as their own

COURSE OBJECTIVES:
To create exposure on basic facilities in hospitality industry
To build the capability of effective planning and designing of various facilities in hospitality industry
To develop the systems and control for efficient management of hospitality facilities

SYLLABUS:
UNIT I Introduction to Hospitality Facility Management
The role and cost of hospitality facilities; The impact of facility design; Types of maintenance; Maintenance management system

UNIT II Facility Systems
Water and Waste water system; Electrical System; Laundry system; Food service equipments; HVAC systems

UNIT III Lodging Planning and Design
Planning and designing - Guest rooms and Suites; The Lobby; FandB Outlets; Other Functional Areas

UNIT IV Food Service Planning and design
Planning and designing - Concept and Development; Project planning Team, Theme, Design of Functional area; Evaluation of food services

UNIT V Energy Management
Water conservation; Electrical Conservation; Green Trend (LEED Certification) - Case study; Latest trends in Hospitality systems

REFERENCES:
1. Stipanuk Roffmann, Hospitality facilities Educational Institute, American Hotel and Lodging Association, 2002
2. Jag Mohan Nagi, Hotel and Tourism Law, Frank Bros and Co, Publisher Ltd, 2010

COURSE RATIONALE:
End of this course, student can get confidence of handling international tourism management division in hospitality based corporate

COURSE OBJECTIVES:
To provide basic knowledge and environmental exposure towards international tourism
To build the capability of utilizing globalization in tourism industry
To create awareness on eco tourism and follow the same in international tourism

SYLLABUS:
UNIT I Introduction to Tourism
Scope of Tourism Development; Composite of Tourism Industry; Characteristics of Tourism; Trends in Tourism and Hospitality
UNIT II Tourism Environment
Types and Forms of Tourism - Factors affecting Global and regional tourist movement – Demand and origin factors, Resource and Destination factors; Contemporary trends in international tourist movement; Impacts of Tourism – economic, environmental, and socio-cultural

UNIT III Tourism and Globalization
Tourism Industry – challenges; Barrier to Travel; Hotels operating in a multinational environment, International rules and regulations, Political risk and crisis management; National and International organizations – WTO, IMF, IHA

UNIT IV Tourism for prosperity and peace
Vision 2020; Linking culture; Transportation and technology development and Tourism; Market research, developing an International marketing strategy

UNIT V Eco Tourism
Introduction to ECO, sustainable and green tourism; Principles of Eco-Tourism, Types of ecotourism, Global growth and magnitude of ecotourism, Ecotourism Venues, The business of ecotourism, Developing indicators for destination sustainability

REFERENCES:
2. Chris Cooper and C. Michael Hall - Contemporary tourism: an international approach, Elsevier Publisher, 2008
4. David B. Weaver - The Encyclopedia of Ecotourism, Published by CABI,2001

REVENUE AND PRICING MANAGEMENT FOR HOSPITALITY INDUSTRY

COURSE RATIONALE:
End of this course, students can get an idea on financial aspects in hospitality industry so as to they could build strategies for maximizing revenue and profit of the organization

COURSE OBJECTIVES:
To build fundamental knowledge on revenue management
To develop the skill to formulate various pricing strategies with different financial tools
To create application based ideas on revenue management in hospitality industry

SYLLABUS:
UNIT I Introduction to Revenue Management
Historical prospective; Concept and Importance; Benefits of Revenue management

UNIT II Fundamentals of Revenue Management
Customer Knowledge and Consumer behavior; Market segmentation and selection; Internal assessment and completion analysis; Economic Principles and demand forecasting; Reservation and channels of Distribution; Dynamic Value based pricing; Channel and Inventory management

UNIT III Pricing Strategies
Various pricing strategies used by hotels; Channel Pricing strategies; Non Room revenue sources and its importance; The Revenue management Team; Revenue management Meetings

UNIT IV Strategic Revenue management and REV MAP
Strategic IDEA and REV MAP; Tools, Resources and Tactics for successful revenue management; Legal and ethical Issues

UNIT V Revenue management in Hospitality Industry
Application of Revenue management in Hospitality Industry; Total Revenue Management; Revenue Management Software

REFERENCES:
1. Kimberley a Tranter - An Introduction to Revenue Management for Hospitality Industry for Hospitality Industry - 2013

HOSPITAL AND HEALTH CARE

| MB 13HH01 | Epidemiology And Bio-Statistics |
| MB 13HH02 | Organization of Clinical Services And Health Delivery System |
| MB 13HH03 | Marketing Management of Hospital And Health Services |
| MB 13HH04 | Health Policy, Insurance and Tourism |
| MB 13HH05 | Legal and Ethical Issues In Healthcare |
| MB 13HH06 | Operations Management In Healthcare |

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COURSE RATIONALE:
This course is offered for fulfilling the purpose of doing research in the field of hospital and healthcare with the utilization biostatics tools and taking the decisions based on research findings.

COURSE OBJECTIVE:
At the end of this course students can able to
Do research by using suitable epidemiological study designs and provide appropriate decisions
Get aware of biostatistics tools and using the same for data analysis of epidemiology based studies
Get confidence for taking decisions with research support

SYLLABUS:
UNIT I DEMOGRAPHY
Demographic cycle, World population trend Demographic trends in India Growth rate, Age pyramid, Sex ratio, Population density, Family size, Urbanization, Literacy and Life expectancy Population policy and national demographic goals

UNIT II EPIDEMIOLOGY OF DISEASE AND COMMUNITY HEALTH
Concept of disease; Epidemiological Triad; Concepts of Control and Prevention; Community Health Vs Medicine; Epidemiology of Communicable disease – Terms and Definitions; Chain of disease transmission, Disinfection and Disinfestations, Classification of communicable disease and Control measures; Non-Communicable diseases and its Epidemiology - Standard methods of study, Web of causation, Verbal Autopsy

UNIT III EPIDEMIOLOGY STUDY DESIGNS
Epidemiology Study Designs – Need and Applications; Types of Epidemiologic Study Designs - Observational Studies - Descriptive Study - Case series and Case reports Study (Clinical), Cross Sectional Study (Epidemiological), Longitudinal study; Analytical Study - Cohort Study, Case Control Study and Ecological Study; Experimental Studies Study - Randomized controlled Trials (RCT); Outbreak Investigation; Sources of Error in Epidemiologic Studies

UNIT IV BIOSTATISTICS MEASURES AND TOOLS
Basic biostatistics tools – Summary numbers, Normal distribution, Hypothesis testing, p value, t tests, Chi square tests, correlation and regression, survival analysis and meta analysis; Absolute measures; Measures of Occurrence - Incidence and Prevalence; Measures of Association - Risk Ratio, Odds ratio and Rate ratio; Other Measures - Virulence and Infectivity, Mortality rate and Morbidity, Case fatality, Sensitivity and Specificity tests; Uses of Epidemiology
UNIT V NATIONAL AND INTERNATIONAL HEALTH
National Health Programs in India; International Health: WHO and other United Nations Agencies; Epidemiological Challenges in Healthcare Industry

REFERENCES:
COURSE RATIONALE:
The basic purpose of offering this course is to get exposure on management of various clinical services through proper planning, organizing, documents and records and deliver the service in systematic, error free and convenience manner.

COURSE OBJECTIVE:
At the end of this course students can able to
Get aware of various services provided by hospital and healthcare organizations
Do proper planning and organization of various healthcare services
Maintain documents and records and trace the required information at any point of time
Build appropriate systems for healthcare service delivery

SYLLABUS:
UNIT I  PLANNING AND LAYOUT DESIGNS
Guiding Principles in Planning Hospital Facilities and Services; Steps in Hospital Planning; Objectives, Functions, Location, Design and Layout planning for Admission and Discharge, Customer care services, Outpatient services, Inpatient services, Emergency and causality services, Operation theaters and other support services.

UNIT II  FRONT OFFICE, DIAGNOSTIC AND OTHER SUPPORTIVE SERVICES
Front office services, Information and Communication, Treatment services, Emergency services, Surgery services, Radiology Services - Laboratory Services; CSSD - Objectives and Functions-Advantages of Centralized System- Distribution System-Duties of CSSD In-charge- Linen and Laundry- Automation- Housekeeping and hygiene services- Security Services; Service Contracts and Disposition; Types of Care, Pyramidal Structure of Health Services, Types of Hospitals and Role of Hospital in Healthcare, Complexity of Hospital Organization.

UNIT III  MEDICAL DOCUMENTS AND RECORDS
Medical Records-Objectives and Functions-Characteristics- Medical Records Committee-Types of Forms; Retention Policy; Records and Statistics- Technology Advancements: EMR, Microfilming and Smart Cards; Hospital Beds, Bed Compliment, Bed Days, Average Length of Stay (LOS), Bed Occupancy Rate, Daily Ward Census, Bed Turnover Rate, Gross / Net / Postoperative Death Rate.

UNIT IV  SALES OUTLETS
Pharmacy- Therapeutic Committee-Hospital Formulary Dietary Services-Equipment and Physical Facilities- Purchases, Stores and Issues- Pricing and Control Measures- Food outlet services, Basic utilities outlets (Cloths, Containers, FMCG items, etc).

UNIT V  HOSPITAL MANAGEMENT AND DELIVERY SYSTEM
Hospital management: levels and roles-Governing Board, Executive Board and Advisory Board, CEO, Medical Administration, Nursing Administration and Hospital
REFERENCES:
1. C.M. Francis and et al., Hospital Administration, Jaypee Brothers Medical Publishers Pvt. Ltd., New Delhi, 2012
3. Syed Amin Tabish, Hospital and Health Services Administration Principles and Practice Oxford University Press, New Delhi, 2011
5. S. Srinivasan (ed.), Management Process in Health Care (Voluntary Health Association of India, New Delhi), 2010
COURSE RATIONALE:
Hospital and healthcare organizations are mostly concentrating for providing their core services. Marketing management plays vital role in all types of organizations for customer satisfaction in current decade. Healthcare organizations are not much concentrating towards marketing activities. Patient satisfaction is final output of any hospital or healthcare organizations. This course is offered with the purpose of fulfilling the above mentioned gap.

COURSE OBJECTIVE:
At the end of this course students can able to
Understand marketing significance and applications in healthcare industry
Take decisions based on various alternatives in marketing mix
Maintain cordial public relationship with society in order to build confidence among customers and patients
Find out market problems and dilemmas and providing appropriate solutions and decisions through market research and analysis

SYLLABUS:
UNIT I APPLICATION OF MARKETING IN HEALTHCARE
Health care Revolution, Dimensions of Health, Indicators of Health, Types of Healthcare Organizations; Concept of Marketing-Importance of Marketing to Healthcare Organizations - Challenges in Practicing Marketing in Healthcare Industry - Marketing Intelligence, Information and Research System- Marketing Organization: Chart, Fulltime Staff and Hiring Consultants

UNIT II MARKETING MIX DECISIONS

UNIT III SOCIAL MARKETING
Steps in Social Marketing- Cognitive, Action, Behavior and Value Changes, Media in social Marketing, Social media sources; Social Events and Printed sources; Online sources; Role of social marketing in healthcare
UNIT IV PUBLIC RELATIONS
Introduction to Public Relations, Meaning of Public Relations, Classification of Public
from Healthcare Marketing Perspective, Evolution of Public Relations, Identifying the
Relevant Publics- Measuring Images and Attitude of the Relevant Public- Establishing
Image and Attitude Goals for the Key Publics- Developing Cost Effective Public
Relations Strategies- Implementing Actions and Evaluating Results; Health Service
Public Relations Officer - Profile of Public Relations Officer - Changing Role and
Responsibilities of Health Service PRO.

UNIT V COMMUNITY OPINION SURVEYS AND MARKET RESEARCH
Market research – Meaning, Scope and Significance; Types of Market research;
Research design; Methodology of the Study; Population and sample; Data collection
tools - Model Questionnaire used in Healthcare Services; Public Relations Tools and
Materials: Written and Audiovisual; Media: News, Events, Speeches and Telephone
Information Services; Data analysis; Research report preparation and presentation;
Decision making based on market research.

REFERENCES:
1. Philip Kotler and Roberta N. Clarke, Marketing for Healthcare Organizations,
   Prentice Hall Publication, 2009
2. Roger Silver, Health Service Public Relations, Radcliffe Medical Press Ltd.,
   2010
3. John F. O'Malley, Healthcare Marketing Sales and Services: An Executive
   Companion, Health Administration Press,2011
4. G.D. Kunder, How to Market Your Hospital Without Selling Your Philosophy,
5. Philip Kotler, Joel Shalowitz, MD, MBA, Robert J. Stevens, Strategic
   Marketing For Health Care Organizations: Building A Customer-Driven
   Health System, John Wiley and Sons Inc., Jossey – Bass Publication,
   2008
COURSE RATIONALE:
Health insurance is one of the significant requirements for every individual and India is having very high potential for the same. Moreover India is becoming hub of medical tourism. Since the great opportunities in both health insurance and health tourism, this course is offered with the purpose of utilizing those opportunities.

COURSE OBJECTIVE:
At the end of this course students can able to
Get aware of health insurance policies and their benefits, legal and ethical issues involved with them
Understand the risks involved in insurance policies and individual health and provide both preventive and corrective solutions for the same
Utilize the opportunities in health tourism sector

SYLLABUS:

UNIT I BASIC CONCEPTS OF HEALTH INSURANCE
Concept of Health Insurance-Types, origin, evolution and importance: Private Health Insurance for profit- Private Health Insurance not-for-profit: CommUnity Health Insurance (CHI), Employer-Based Insurance, Health Micro Insurance (MHI) and Reinsurance- Public Health Insurance: National Health Insurance, Social Health Insurance

UNIT II MODELS AND ECONOMICS OF HEALTH INSURANCE
Fundamental differences among various Health Insurance Schemes- Various models of CHI and MHI tested / implemented in developing countries- Health Insurance in Indian Context- Social security: A fundamental concept- Risk and Insurance-Demand and Supply for Health Insurance - Economics of Scale- Welfare Loss from Health Insurance

UNIT III RISK MANAGEMENT
Actuarially Fair Premium, Expected Loss, Load Factors- Risks: Moral hazard, adverse selection, cost escalation, fraud and abuse, cream skimming- Risk Management Tools, Moral Hazard: Copayment / coinsurance, deductibles, indemnity payment, mandatory referral system- Adverse Selection: Collective membership, group policies - Cost Escalation: Treatment protocol, fixed fee per illness- Fraud and Abuse (free rider): Insurance cared with photograph

UNIT IV FINANCIAL ASPECTS OF HEALTH INSURANCE
Designing Benefit Package: Introduction- Issues to be considered: Financial resources, existing infrastructure and quality care, priority, utilization, pattern of disease and injury, level of health services, estimating maximum demand, Costing the Benefit Package: Cost of pharmaceuticals, consultations, diagnostic support services, hospitalization, additional services and operating costs, Premium Setting: Calculation and determining premium
UNIT V HEALTH TOURISM
Health tourism – Description, scope, opportunities and growth; Medical tourism process; Challenges, risks, legal and ethical issues in health tourism; National and international destinations; Government support and schemes; Eco health tourism – Awareness and growth

REFERENCES:
6. www.irda.com

<table>
<thead>
<tr>
<th>MB 13HH05</th>
<th>LEGAL AND ETHICAL ISSUES IN HEALTHCARE</th>
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COURSE RATIONALE:
Legal and ethical issues in service industry are very essential elements. This course is offered with the purpose of applying various legal laws, acts and ethical issues in healthcare industry.
COURSE OBJECTIVE:
At the end of this course students can able to
Know the various laws and acts which related to hospital and healthcare activities
To build ethical safety systems through medical waste management systems
Maintain the proper tax systems

SYLLABUS:
UNIT I MEDICAL LAWS AND TAX SYSTEMS
Medical Council of India- Medical Licensure Law- Doctors Patient Relationship Medical Malpractice- Quality and Standard of Medical Care- Negligence- Medical Consent-
Emergency Care - Exemption of Income Tax for Donations- Tax Obligations: Filing Returns and Deductions at Source

UNIT II MEDICAL ACTS
The Medical Termination of Pregnancy Act-The Prenatal Diagnostic Techniques Act-
Dying Declaration- Medical Jurisprudence- The Human Organ Transplantation Act
Toxicology; the Consumer Protection Act- Patients Rights and Responsibilities

UNIT III MEDICAL LEGAL AND SAFETY SYSTEMS
Medico Legal Commitments- Mental Illness Tuberculosis- Drugs Addicts and Alcoholics-
Legal Issue in Death Cases- Legal Testimony in Medico-legal cases- Narcotic Laws-

UNIT IV NUTITIONAL HEALTHCARE
Significance of nutrition in healthcare – Standard food – Elements of food – Dietary energy – Role of vitamins and minerals in healthcare – Food per-capita – Food security – Food scarcity – Food hazards, spoilage and adulteration – Nutritional disease and control methods

UNIT V HEALTHCARE BASED FOOD HABITS
Food intake levels – Fast food and snack food habits – Vegetarian and Non-vegetarian food habits – Alcohol and tobacco consumption habits – Raw food, Processed food and cooked food consumption habits – Building safe and energetic food habits

REFERENCES:
1. Raj Kumar, Acts Applicable to Hospitals in India, The Christian Medical Association of India, New Delhi,2012
2. N.D. Kapoor, Elements of Mercantile Law, Sultan Chand and Sons, New Delhi),2012
4. R.C. Anand and Sidhartha Satpathy, Hospital Waste Management: A Holistic Approach, Jaypee Brothers, New Delhi,2009
COURSE RATIONALE:
Hospital and healthcare organizations are maintaining lots of materials and equipments. They have paramount responsibility of delivering quality services. Moreover, they are conducting medical camps and campaigns activities frequently. This course is offering with purpose of management of all the above operations in hospital and healthcare organizations.

COURSE OBJECTIVE:
At the end of this course students can able to
Understand the purchase methods and procedure of hospital and healthcare equipments and materials.
Build proper systems for stores and maintenance management
Implement quality management systems and acquiring different certifications for hospital and healthcare organizations
Get confidence to conduct various healthcare events

SYLLABUS:
UNIT I HOSPITAL PURCHASE MANAGEMENT
Objectives and Elements of Purchasing- Purchasing System- Purchase Cycle- Purchase contract; Purchase methods and Procedures; Planning and Selection of Equipment- Purchase, Inspection and Installation; Import of Equipment- Import procedure and document

UNIT II HOSPITAL STORES MANAGEMENT
Planning Consideration of Stores- Inspection and Verification of Materials- Storage of Materials-Codification and Standardization-Value Analysis- Inventory Control- Lead Time, Safety Stock and Reorder Level- Economic Order Quantity (EOQ), Distribution of Materials- Condemnation and Disposal; Hospital Wastes Management

UNIT III HOSPITAL MATERIALS AND MAINTENANCE MANAGEMENT
Functions of Materials Manager- Information Systems for Materials Management; Policy and Procedures-Equipments Types and Characteristics; Records, Responsibilities-Levels of Maintenance; Equipment Utilization and Operation- Equipment Repair and Maintenance- Equipment Audit

UNIT IV QUALITY ASSURANCE IN HOSPITALS
Patient safety and satisfaction, Patient feedback system, Job Description of Quality Manager- Quality Steering Committee- Quality Council, Quality Audit; Quality Teams: Task Force, Quality Circle- ISO Certification; BS Mark, Accreditation: JCI, Quality Awards Scheme - MBNQA; NABH, Six sigma in hospitals; Obstacles to Practice Quality in Hospitals

UNIT V HEALTH PROGRAM / EVENT MANAGEMENT
RECOMMENDATIONS
3. Shakti Gupta and Sunil Kant, Hospital Stores Management: An Integrated Approach, Jaypee Publications, New Delhi, India, 2010
4. WHO, Maintenance and Repair of Laboratory, Diagnostic, Imaging and Hospital Equipment, 2006
5. Wilson CRM, Hospital Wide Quality Assurance, Saunders publication, 2005
## MEDIA AND COMMUNICATION

<table>
<thead>
<tr>
<th>Code</th>
<th>Course</th>
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<tbody>
<tr>
<td>MB 13MC01</td>
<td>Social Media</td>
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<tr>
<td>MB 13MC02</td>
<td>Media Law, Ethics and Governance</td>
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<tr>
<td>MB 13MC03</td>
<td>Media Management</td>
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<tr>
<td>MB 13MC04</td>
<td>Media Applications and Technology</td>
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<tr>
<td>MB 13MC05</td>
<td>Public relations and Corporate Communications</td>
</tr>
<tr>
<td>MB 13MC06</td>
<td>Mass Communication, Advertising and promotion</td>
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</tbody>
</table>
COURSE RATIONALE:
The purpose of learning this course is to expose the students to one of the evolving areas in marketing namely, Social Media. It is a platform which is viral in communication spreads into the virtual self of everyone who has an online presence. This medium doubles as a communication spectrum for advertisers to capture the preying eyes of relentless surfers with marketing messages.

COURSE OBJECTIVES:
After this course on Social Media the learner will be able to:
知 the different tools of social media
Understand how to use social media for business
Advertising using social media as a platform
Audit effectiveness through Social media metrics
Strategize the communication offer in social media
Develop Skills and Design effective SMM promotion presentations

SYLLABUS:
UNIT I
Marketing Fundamentals-Fundamentals of Social Media marketing- RSS Feeds and Social Bookmarking- Conversational Marketing- Word of mouth communication and Social media marketing- Viral marketing-Measuring the viral marketing networks-Identifying Friends, fans and followers and their importance to Social media marketing-Blogs and Websites-Case Studies

UNIT II
Twitter techniques and tactics -Using Twitter as a research tool, LinkedIn + Brand-You - Ethics, Security, Privacy, and Policy- Video / Photo / Audio Sharing (YouTube, Flickr, Podcasting)- Social Networking - Facebook, White Label, Color, Other, Facebook for Business
-Case Studies

UNIT III
Public Relations - The Social Media Release- Reputation Monitoring- Crisis Management-- Advertising in and with Social Media: Measuring ROI, the financial implications of advertising over social media - Customer satisfaction- Awareness-Measuring customer satisfaction over social media-measuring awareness over social media- Coupon Sites – Group on- Living Social-Benefits to Marketing-Case Studies

UNIT IV
UNIT V
Strategic Integration of Social Media into Marketing Plan- Final Social Media Marketing Promotion Presentations-Case Studies
Delivery mode: The course is taught through a combination of Lectures - Case Studies- Presentations, Industry visits, Field visits- Discussions and Debates - Assignments-Mini Projects-Experiential Learning through Internships.

REFERENCES:
3. Neal Schaffer,

MB 13MC02 MEDIA LAW, ETHICS AND GOVERNANCE L T P C
3 0 0 3

COURSE RATIONALE:
This course will introduce legal and ethical issues in the media. Learners will develop an understanding and appreciation of these issues and the ability to analyze the important legal and ethical issues involved with the mass media industry.

**COURSE OBJECTIVES:**
After this course on Media Law, Ethics and Governance the learner will be able to:

- Develop a basic understanding of the legal system.
- Develop a working knowledge of the principles and concepts of ethical theory in order to develop an expertise in moral reasoning with regard to ethical problem solving in the media.

**SYLLABUS:**

**UNIT I**
Introduction to media laws and ethics Media laws and the issues of ethics in constitutional societies; The relevance of laws and ethics to modern journalism; The difference/distinction between objective journalism and Yellow journalism; The roots of constitutions—a comparative perspective of India and the United States -Basic Structure of the Indian constitution.

**UNIT II**
Media Laws and Privileges within the Constitution of India and other derived sources. What media laws mean in the United States- Media system and issues of national security- Trial by The Media and the Issue of Ethics—the codified rules of conduct including the right to privacy and the perennial conflict between authorities and media houses on the right to hold on to sources-Case studies of national security issues and the media.

**UNIT III**
The fine line between holding on to sources and contempt of court and breach of privileges- Right to Information and how to use this RTI including the issue of framing questions- Media and National Security Laws including the undefined and yet to be fully regulated cyber space-Cyber space, terrorism, national security and the media.

**UNIT IV**
Good governance: social reforms-economic reforms-political reforms- mass communication- Functions of media: watchdog function -informative function-persuasive function-educative function -entertainment function-Media and society: Theories-media determinism- agenda-setting model-play theory.

**UNIT V**
E-governance: e-choupals-computer literacy-surveys-national e-governance plan-promotion of e-governance; Case studies: government projects -government websites-Press Information Bureau-AIR and DD.
Delivery mode:The course is taught through a combination of Lectures - Case Studies-Presentations, Industry visits, Field visits- Discussions and Debates - Assignments-Mini Projects-Experiential Learning through Internships.
REFERENCES:
COURSE RATIONALE:
This course on Media management focuses on the development and commercial operation of media products and services aimed at a consumer market. The programme is multidisciplinary, combining media technology and computer science with economics, management and business development.

COURSE OBJECTIVES:
After this course on Media Management the learner will be able to:
Acquire the knowledge and skills to manage and develop enterprises in the media industry or enterprises using media communication in their business activities.

SYLLABUS:
UNIT I
Principles of media management and their significance – media as an industry and profession - Ownership patterns of mass-media in India – sole proprietorship, partnership, private limited companies, public limited companies, trusts, co-operatives, religious institutions (societies) and franchisees (chains) - Hierarchy, functions and organizational structure of different departments - DAVP, INS, ABC and etc. Changing roles of editorial staff and other media persons.

UNIT II
Economics of print and electronic media – Foreign equity in Indian media (including print media) and Press Commissions on Indian newspaper management structure – Blue Ocean strategy business model.

UNIT III

UNIT IV
Expenditure: newsprint, newsprint policy, machinery and human resources, other expenses, infrastructure and government. Editorial policy – National Readership Survey (NRS), Indian Reader Survey (IRS) - Space buying and selling, reach, cost per thousand (CPT) copies.

UNIT V
Delivery mode: The course is taught through a combination of Lectures - Case Studies - Presentations, Industry visits, Field visits - Discussions and Debates - Assignments - Mini Projects - Experiential Learning through Internships.

REFERENCES:
1. Vanita Kohli, 'The Indian Media Business',
2. Gulab Kothari, 'Newspaper Management in India', Intercultural Open University, The Netherlands.
COURSE RATIONALE:
This course explores basic concepts of new media as well as the role digital media (aka “new media”) technologies play in society. The course also examines key moments in computing and media history to gain a perspective on the nature of technological innovation and change.

COURSE OBJECTIVES:
After this course, the learner will be able to:
- Explain basic concepts and theory in new (digital) media
- Describe the historical context of computer-based communication
- Explain how digital media technologies – current and future – may affect society.

SYLLABUS:
UNIT I

UNIT II
Introduction to Pod casting – Definition and resources of pod casting - Audio pod casting – Video pod casting – Windows movie maker – I movie; Television and Radio – Introduction to public service and commercial television – Satellite television

UNIT III
Internet Basics – Advantages and disadvantages of Internet – Working procedure – Authentication – Hacking – Wired and wireless protocols; Web page planning and design

UNIT IV
Online advertisements, Email marketing, SMS marketing, Face book, twitter etc,

UNIT V
Design technologies – Digital technologies, Computer graphics, 2D image building, Photoshop, Animations, Page designing in Print media, Content design in AV media.

Delivery mode: The course is taught through a combination of Lectures - Case Studies- Presentations, Industry visits, Field visits- Discussions and Debates - Assignments-Mini Projects-Experiential Learning through Internships.

REFERENCES:
6. Jon Prosser, 'The Basix to Internet Success: Start your website/webpage/blog, maintain it and promote it without buying a single piece of equipment or software', Paperback, 2010
COURSE RATIONALE:
The Public Relations and Corporate Communications course prepares learners to thrive in a dynamic world by equipping with the skills needed to respond ethically and confidently to any communications challenge on a global perspective.

COURSE OBJECTIVES:
After this course on Public Relations and Corporate Communications the learner will be able to:
Think strategically, present creative ideas, gain a global perspective on communications and public relations, develop clear and concise writing skills, and become leaders in the digital world.

SYLLABUS
UNIT I

UNIT II
Media relations: working with the media - media for external public - organizational publications - guidelines for good media relations.

UNIT III
Introduction: communication system — corporate citizenship — core functions of a corporate - four media (advertising, sales promotion, direct mail, promotional literature); Corporate communication: definitions - management communication — marketing communication - organizational communication - tools - 3Es (education, experience, expertise)

UNIT IV
Functions: creating identity - building brand image - maintaining brand reputation - 3Cs (clarity, consistency, credibility) - re-branding - creating corporate stories; Communication process: testing corporate story - prioritizing stakeholders identifying communication objectives - creating a brief - developing a creative concept - selecting the media - pre-testing - IMPACT model.

UNIT V
Promotional literature: literature strategy - types of promotional literature - good literary techniques - concept, text and layout-production and distribution.
Delivery mode: The course is taught through a combination of Lectures - Case Studies- Presentations, Industry visits, Field visits- Discussions and Debates - Assignments-Mini Projects-Experiential Learning through Internships.
REFERENCES:
COURSE RATIONALE:
Communication through media rich electronic means is growing at a rapid pace. This course is designed to introduce learners, communications to media rich communications system and to survey their characteristics. Communications through electronic systems, particularly the web, are quite different in nature from traditional printed text systems. This course provides a basic understanding of the common threads of such systems and designing sales promotion campaigns.

COURSE OBJECTIVES:
After this course on Mass Communication, Advertising and Sales Promotion the learner will be able to:
Learn to communicate using multimedia including web sites, non-linear digital video and audio, e-mail, and other electronic systems.
Understand the various systems for categorizing communication systems.
Gain a basic familiarity and systems proficiency for print and screen
Understand the basic principles of media of all forms.
Gain knowledge in designing sales promotion campaigns

SYLLABUS:
UNIT I
Basic concepts: communication- mass society - mass media - content - audience - social functions; Theories: six normative theories - play theory - cultivation theory - spiral of silence -semiotics - media ecology; Communication models: Harold Lasswell - Shannon and Weaqyer -George Gerbner -Jakobson- David K. Berlo -other models

UNIT II
Mass media: Press - cinema - radio -television - advertising - public relations; Critiques: media ethics - media aesthetics - feminism - psychoanalysis -sociological interpretation - content analysis

UNIT III
Concept and definition of advertisement – Social, Economic and Legal Implications of advertisements – setting advertisement objectives – Ad Agencies – Selection and remuneration – Advertisement campaigns – case studies

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

Delivery mode: The course is taught through a combination of Lectures - Case Studies- Presentations, Industry visits, Field visits- Discussions and Debates - Assignments-Mini Projects-Experiential Learning through Internships.

REFERENCES:
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<tr>
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<tr>
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<td>Strategic Pharma Marketing</td>
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<td>MB 13PH02</td>
<td>Productivity and Infrastructure Management</td>
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<td>MB 13PH03</td>
<td>Legal Aspects for Pharma Industry</td>
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<td>MB 13PH04</td>
<td>Pharmaceutical Brand Management</td>
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<tr>
<td>MB 13PH05</td>
<td>Industrial and Service Marketing</td>
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<tr>
<td>MB 13PH06</td>
<td>Project Management</td>
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COURSE RATIONALE:
This Course extends the knowledge of environmental analysis, strategic planning, strategic formulation, strategic implementation and strategic evaluation applicable for Pharmaceutical organizations. This subject equips students to develop appropriate strategies based on SWOT analysis and other management analysis suitable for Pharmaceutical industry.

COURSE OBJECTIVE:
At the end of this course students will be able to:
- Understand the concept of objectives, mission, vision, programmes and policies.
- Evaluate the strategies of different pharmaceutical companies.
- Evaluate all functional strategies of management.
- Understand the organization structure, code of ethics and tactical plans.
- Formulate strategies suitable for globalization scenario.
- Understand evaluation, control and feedback processes.

SYLLABUS:
UNIT I
Dynamics of pharmaceutical marketing-Dunkel proposals and their implications-shifts and patterns in pharmaceutical marketing-The changing concept of pharmaceutical marketing- Options in the Indian environment

UNIT II
Elements of business-marketing strategy- corporate strategic optimism strategic marketing options- integrated strategies-Concepts and models for brands and markets products strategic options-Market segmentation, positioning and targeting in pharmaceutical marketing

UNIT III
Strategic advantages in pharmaceutical marketing- The process of competitive analysis strategic competitive advantage-Product decision-product classification, product life cycle strategies, branding, packing and laboring

UNIT IV
Pricing decision – Pricing methods and strategies-Promotion decisions – Promotion mix elements-Communication in pharmaceutical industry-

UNIT V
Distribution decisions –importance and functions of distribution channel- distribution channel members.

REFERENCES:
COURSE RATIONALE:
As decision makers, managers have to be familiar with Production management. This course aims to impart the knowledge on Productivity and infra-structure management. It has been designed to equip the future managers with the latest productivity and infra-structure practices adopted among pharmaceutical companies.

COURSE OBJECTIVE:
On completion of this course the participant is expected to:
- Understand the basics of productivity and infra-structure management.
- Understand the latest production practices adopted by pharmaceutical companies.
- Understand the concept of human in application of work study.
- Understand the application of technology in productivity and infrastructure management.
- Understand the concept of micro motion study.
- Understand the application of various tools in productivity process.
- Understand the techniques of work measurement.
- Understand the process of predetermined motion time system.

SYLLABUS:
UNIT I
Concepts and definition of productivity- productivity improvement factors-Productivity analysis-Management- techniques to reduce work contents and ineffective time

UNIT II
Introduction to concepts of work study- Human in application of work study, classification of movements- micro motion study, Simo chart-Method study

UNIT III
Introduction and selection of jobs flow diagram-string diagrams- flow process chart-multiple activity chart-travel chart- principles of motion economy

UNIT IV
Work measurement – purpose- use- techniques and procedure of work measurement-Time study- selecting jobs to be studied and making a time study-

UNIT V
Rating allowance- techniques of work measurement-Activity sampling- synthesis- Analytical estimating- Predetermined motion time system.

REFERENCES:

COURSE RATIONALE:
This Course extends the knowledge of legal aspects for pharmaceutical industry in globalization scenario. This subject equips students to develop knowledge on intellectual property rights, rules and regulation applicable for pharmaceutical industry in the domestic and international market.

**COURSE OBJECTIVE:**
At the end of this course students will be able to:

- Understand the legal formalities applicable for pharmaceutical industry.
- Understand the concept of Intellectual Property Rights (IPR).
- Understand the role of World Trade Organization (WTO).
- Understand the concept of General Agreement on Tariff and Trade (GATT).
- Understand the concept of Trade Related aspects of Intellectual Property Rights (TRIPS).
- Understand the process of patenting in pharmaceutical industry.

**SYLLABUS:**

**UNIT I**
Intellectual property concepts - Intellectual property protection (IPP) - Intellectual property rights (IPR) - economic importance - mechanisms for protection - patents - copyrights - trademark - penalties for violation - role of IP in pharmaceutical industry

**UNIT II**
Globalization - Intellectual property and international trade - WTO (World Trade Organization) - WIPO (World Intellectual Property Organization) - GATT (General Agreement on Tariff and Trade) - TRIPS (Trade Related aspects of Intellectual Property rights) - TRIMS (Trade Related Investment Measures) and GATS (General Agreement on Trade in Service) - biotechnology - herbal drugs - drug related IPR issues.

**UNIT III**
Impact of TRIPS in India and other developing countries - Indian Patent Act, 1970 - WTO and modification under TRIPS - filing of a patent application - precautions before patenting - disclose / non- disclose - publication

**UNIT IV**
International Patenting - Patent infringement meaning - scope litigation - Technology development - Technology transfer commercialization related aspects - Drug related technology development

**UNIT V**
Toxicological studies - bioequivalence - clinical trials - Phase I, Phase II, Phase III - Approved bodies and agencies - Funding sources for commercialization and technology - Preparation of project report - financial appraisals and business models - Ethics and values in intellectual properties.

**REFERENCES:**
1. Paul Ranson, Partner and Stringer Saul LLP. Legal aspects of outsourcing contract in the pharmaceutical industry. Bridge head International Ltd., USA. 2006.
COURSE RATIONALE:
This Course extends the knowledge of pharmaceutical brand management. This subject equips students to develop brand name, brand identity, brand image and brand power for pharmaceutical products.

COURSE OBJECTIVE:
At the end of this course students will be able to:
- Understand the branding concepts and element of branding.
- Understand strategic brand management.
- Evaluate all brand position in pharmaceutical industry.
- Understand the logic behind brand name.
- Formulate strategies suitable for global branding.
- Understand the future of branding in pharmaceutical industry.

SYLLABUS:
UNIT I
Brand management - Branding concepts, brand identity, elements of branding, brand decisions, brand portfolio

UNIT II
Creating brand - Brand personality, brand image, brand equity, managing brand equity through brand loyalty, brand awareness, perceived quality and brand associations

UNIT III
Strategic brand management process-Brand positioning

UNIT IV
Branding in pharmaceutical industry Pharmaceutical brand name development

UNIT V
Brand packaging design- Future of branding in pharmaceutical industry.

REFERENCES:
COURSE RATIONALE:
This Course extends the knowledge of industrial and service marketing applicable for Pharmaceutical industry.

COURSE OBJECTIVE:
At the end of this course students will be able to:

- Understand the concept of industrial and service marketing.
- Understand the process of B2B marketing.
- Understand the process of clinical trials in pharmaceutical industry.
- Understand the process of service quality.
- Formulate strategies suitable for globalization scenario.
- Understand evaluation, control and feedback processes in industrial and service marketing.

SYLLABUS:

UNIT I
Industrial market – Nature of industrial market-consumer market Vs industrial market-industrial products

UNIT II
Types and characteristics- segmentation- industrial markets- Industrial buyer – Buyer situations-buyer characteristics-factors influencing industrial buyer decisions- buying process and procurement

UNIT III
Industrial marketing and selling strategy-Services – Service sector and economic growth- service concept characteristics and classification of service- challenges in service marketing- Designing a service strategy-

UNIT IV
Marketing mix in services marketing – product- price- place- promotion-people-physical evidences and process decisions-

UNIT V
Strategic issues in service marketing – Service differentiation and positioning- managing service quality-productivity in services-Application of service marketing – Marketing of health- financial services.

REFERENCES:
COURSE RATIONALE:
This Course extends the knowledge of Project management with reference to pharmaceutical industry.

COURSE OBJECTIVE:
At the end of this course students will be able to:
- Understand the concept of project planning and phases.
- Understand the process of project implementation.
- Understand the process of project analysis.
- Understand the process of project selection.
- Understand the process of analysis risk in projects.
- Understand the concept of PERT, CPM in project management.

SYLLABUS:
UNIT I
Project planning and phases – Need and importance; phases of project implementation-project analysis facts- resources allocation frame work (investment strategies, portfolio planning tools and interface between strategic planning and capital budgeting)

UNIT II
Generation and screening of project ideas- Project analysis- Market and demand analysis including demand forecasting- technical analysis and financial analysis (cost of project, working capital requirement and its financing-theory only)

UNIT III
Project selection – analysis of risk. Project management and control-Project organization-planning and control of project and human aspects of project management-project control tools (Gantt charts, line off balances)

UNIT IV
Network techniques for project management – basic concepts of networks- line estimation and determination of critical path for both PERT and CPM models- activity crashing-

UNIT V
Project review – Need for reviews-initial review-performances evaluation-abandonment analysis- evaluating the capital budgeting systems.

REFERENCES:
# PROJECT MANAGEMENT

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<td>The Project Organization</td>
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<tr>
<td>MB 13PM02</td>
<td>Project Planning, Scheduling and Budgeting -1</td>
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<td>MB 13PM03</td>
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<td>MB 13PM04</td>
<td>Managing Project Teams</td>
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<td>MB 13PM05</td>
<td>Project Execution, Monitoring and Control</td>
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<tr>
<td>MB 13PM06</td>
<td>Project Audit And Closure</td>
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COURSE RATIONALE:
End of this course student will get aware of project management and its benefits and applications in corporate world.

COURSE OBJECTIVES:
To give exposure to project management and roles and responsibilities of project Manager
To distinguish project life cycle from product life cycle and make aware of different phases of project life cycle
To build idea and confidence among the students to select the appropriate projects
To create awareness on project organization strategy, structure and culture

SYLLABUS:
UNIT I INTRODUCTION TO PROJECT MANAGEMENT
Project management - Meaning of the Project and Project Management - Importance - Scope – Project management Office; Project Manager – Roles and Responsibilities; Modern Project management - Project Management Today - An integrative approach – Integration of Projects with the strategic Plan, Integration within the process of Managing Actual Projects

UNIT II PROJECT LIFE CYCLE MANAGEMENT
Project life cycle - Overview and Characteristics; Project life cycle Phases – Defining, Planning, Executing and Delivering; Product life cycle Vs Project life cycle; Applications of Project life cycle; Significance and Benefits of Project life cycle

UNIT III ORGANIZATION STRATEGY AND PROJECT SELECTION
Projects Vs Operational Work; The strategic management process - Project portfolio management system - The need for an effective project portfolio management system - Applying selection model - Managing the portfolio system

UNIT IV ORGANIZATION STRUCTURE AND CULTURE
Project Management Structures - Building blocks of right project management structure - Organizational culture and styles - Implications of organizational culture for organizing projects; Organizational Process Assets

UNIT V DEFINING THE PROJECT
Defining the Project Scope - Establishing project priorities - Creating the work breakdown structure - Integrating the work breakdown structure with the organization - Coding the work breakdown structure for the information system – Process Breakdown Structure – Responsibility Matrices – Project Communication Plan

REFERENCES:
COURSE RATIONALE:
This course is designed to equip the students with identifying the scope of project and plan for communication and managing the project cost and quality. By undergoing this course, the student should be able to develop the project plan.

COURSE OBJECTIVES:
By undergoing this course, the learner will be able to
- To assess the scope of the project
- To effectively plan the project communication
- To evaluate the cost of the project
- To plan and maintain the quality of the projects
- To develop the detailed project plan with Network computation process

SYLLABUS:
UNIT I SCOPE OF THE PROJECT
Collect the requirements of the project, Define the scope, Establish project priorities, Create work breakdown structure, Code WBS for information system, Process breakdown structure, Responsibility matrix, Integrating WBS with organization, managing changes in scope of project.

UNIT II PROJECT COMMUNICATION PLAN
Identify stakeholders, analyze stakeholders, Analyze the communication requirement of each stakeholder, Plan communication, and Distribute information: Communication methods, frequency of communication, Managing Stakeholder expectations, Content of communication: % completion, % budget, variance analysis, and Performance forecasting methods.

UNIT III PROJECTS COST MANAGEMENT
Estimating Project time and cost, Factors influencing quality of estimates, estimating guidelines for time, cost, resources; Top down Vs Bottom up Estimating, Methods of estimating Project time, and cost; Level of details, types of costs, Refining estimates, Creating database for estimating, Budget uncertainty and Risk management, Developing human resource plan.

UNIT IV PROJECT QUALITY MANAGEMENT
Define quality requirements, cost benefit analysis, cost of quality, Quality management plan, Quality metrics and checks, Quality assurance – quality audit, process analysis, managing change requests, Quality control – cause and effect diagrams, control charts, scatter diagrams, etc.
UNIT V DEVELOPING A PROJECT PLAN
Developing a project network, from work packages to network, Activity on Node fundamentals, Network computation process, PERT, CPM networks, critical path, using forward and backward pass information, level of details for activities, practical considerations, and extended network techniques; Project planning involving constraints of time, resources, and funds

REFERENCES:
COURSE RATIONALE:
This course is designed to equip the students with analytical skills to manage the financial aspects of a project effectively. The course covers topics ranging from market analysis to project review and sources of funding to investment appraisal. By undergoing this course, the student should be able to assess the profitability of the projects that he/she undertakes on a cost-benefit basis.

COURSE OBJECTIVES:
By undergoing this course, the learner will be able to
- Assess the market conditions for the profitable launch of the project
- Effectively plan, schedule and process projects under changing economic conditions
- Evaluate the financing options and select the optimum investment-mix
- Identify, quantify and structure project risks
- Perform the functions of a project manager effectively by following the ethical and social code of conduct

SYLLABUS:

UNIT I MARKET RESEARCH AND DEMAND ANALYSIS

UNIT II FINANCING AND INVESTMENT DECISIONS

UNIT III PROJECT PLANNING AND SCHEDULING

UNIT IV RISK-RETURN ANALYSIS
UNIT V: PROJECT PERFORMANCE EVALUATION  Control of in-progress projects – imposing control mechanisms – checks - Post –audit – Abandonment analysis – administrative aspects of capital budgeting – agency problem – evaluating the capital budgeting system of an organization – human aspects of project management

REFERENCES:
COURSE RATIONALE:
End of this course student can able to effectively manage human resources especially for project management teams

COURSE OBJECTIVES:
To understand the role of projects in organization and to master the Project Management tools, techniques and interpersonal skills necessary to orchestrate projects from start to finish.
To provide students with an integrative view of contribution of Project Management to the strategic goals of the organization and to enterprise in the process of managing projects

SYLLABUS:
UNIT I LEADERSHIP
Managing Vs Leading a project – Managing Project Stakeholders – Influence as exchange – Managing upward relations – Leading by example – Social Network building - case study

UNIT II ETHICS AND PROJECT MANAGEMENT
Ethics and Project Management- Building trust: the key to exercising influence – Qualities of an effective project manager – Managing Inter organizational relations - case study

UNIT III MANAGING PROJECT TEAMS

UNIT IV PROJECT OUTSOURCING

UNIT V CONFLICT MANAGEMENT
Conflict management process – Frequent review and status updates - Fair and Incentive Laden contracts – Long term outsourcing relationships – The Art of negotiating – Managing Customer relationship – case study

REFERENCES:
COURSE RATIONALE:
End of this course student will have the capability of executing the project and controlling the same within planned schedule and cost.

COURSE OBJECTIVES:
To provide confidence to the students to execute the project
To build the system for project monitoring and measurement
To inculcate the habit of controlling the entire project within planned schedule and cost
To develop the project control process

SYLLABUS:

UNIT I
PROJECT MONITORING INFORMATION SYSTEM AND CONTROL PROCESS
Structure of a Project Monitoring Information System – Overview, Data to be Collected, Analysis and Report; Problems in Data Acquisition; Project Control process – Steps in Control Process; Designing the control systems – Types of Control Systems and Tools for Control

UNIT II
PROJECT SCHEDULING AND CONTROL
Schedule Activities, Sequence Activities, Activity Resource Estimation, Estimation of Activity Durations, Development of Schedule, Controlling the Schedule; Monitoring Time Performance – Tracking Gantt chart

UNIT III
PROJECT QUALITY CONTROL
Quality Plan – Quality requirements, Standards for the Project and Product, Documentation; Quality Assurance Performance – Audit and Ensuring Quality Standards, Quality Control Performance – Monitoring and Recording Results, Tracking Quality Control Charts and Recommending Necessary Changes

UNIT IV
PROJECT COST CONTROL SYSTEM
Development of an Earned Value Cost / Schedule System – Terms, Percent complete rule, Costs included in baselines, Methods of variances analysis; Indexes to monitor progress – Cost Performance Index (CPI), Scheduling Performance Index (SPI), Project percent complete indexes, Technical Performance measurement, Software for project cost/schedule systems and additional earned value rules; Development of status report and Forecasting final project cost

UNIT V
OTHER CONTROL ISSUES
REFERENCES:
COURSE RATIONALE:
As organizations become more regulated and compliance starts becoming a mainstream word in organizations, they need to develop new ways to ensure all projects, programs in their pipeline or portfolio is meeting acceptable standards and norms. Equally important is the learning that organizations must get from end of each project, whether successful or not since project involve a lot of organization resources at all levels.

COURSE OBJECTIVES:
The learners will be able to:
- Assess projects and audit them for achievement of objectives
- Create assessment reports as per standards
- Use different audit approaches for different types of projects
- Manage audit teams
- Implement project closures as per standards
- Assess when to close a project

SYLLABUS:
UNIT I
Audit and assessments - managing troubled projects- benefits of audits and assessments-When to audit – Difference of audits and assessments.

UNIT II
Project audits- methodology- kinds of preparations needed–strategy choices for audits- When to assess or audit- developing audit plan- stakeholders- best practices

UNIT III
Project review- control of projects- review activities- involving 3rd parties

UNIT IV
Project closure- processes for closure- deliverables- best practices

UNIT V
Project retrospective- methodologies- post mortems- archiving- need

REFERENCES:
COURSE RATIONALE:
Visual merchandising and store layout design plays a vital role in retail industry to increase sales, at Point of Purchase. This course on Visual Merchandising and Store Layout Design aims to educate students on the principles and practices of creating effective and engaging retail environments. Students will learn how to design and implement store layouts that enhance the customer experience and drive sales.
Layout Design will enhance skills of the learner and introduce and develop innovative and creative ideas to display merchandise and design the retail store lay out.

**COURSE OBJECTIVE:**
After this course on 'Visual merchandizing and store layout design' the learner will be able to:
- Enhance the skills on Visual merchandising in the retail stores
- Develop the convenient and effective design for retail store outlets

**SYLLABUS:**

**UNIT I Introduction**
Structural displays of merchandising-Category management practices- Introduction to merchandising and visual merchandising-Concepts and practices- support structures - visual illustrations - category management and presentations.

**UNIT II Stock Control**
Stock control system from reception to dispatch of stocks: Stock control - receiving and checking stock – unloading - handling discrepancy – documenting - dispatching-recording stock

**UNIT III Safety and Hygiene Practices**
Safety and hygiene practices in visual merchandising and store layout design- Personal hygiene – sanitation - food safety - safe working practices - store security - contingency planning.

**UNIT IV Retail Formats and Legal Environment**
Retail formats-Types- compliance and legal environment - skills and challenges in retail job - Complaint management - interpersonal skills.

**UNIT V Queue Management**

**REFERENCES:**
2. Robert Colborne,'Visual merchandising: the business of merchandise presentation' – 110106
5. Swati Bhalla, Anuraag S.,'Visual Merchandising '– 2010
7. Claus Ebster, Marion Garaus,'Store Design and Visual Merchandising: Creating Store Space' - 2012

**MB13 RL02 RETAIL FRANCHISING**

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**COURSE RATIONALE:**
After completing this course, students will come to know about the evolution of retailing, meaning and evolution of franchising and the relevance of franchising in India, concept of franchising and the criteria to be developed by a franchisor to evaluate a franchisee, understand and apply the right analytical tools to assess and evaluate the available franchise options, make a self assessment to judge financial compatibility, carry out performance analysis of a franchise business, several laws and taxation aspects of franchising and the stages of relationship building process.
COURSE OBJECTIVE:
After this course on Retail franchising the learner will be able to:
Identify various opportunities available in the retail franchise system
Nurture entrepreneurial talent

SYLLABUS:
UNIT I Introduction
Introduction to Retail franchising -Internationalization-Retail franchising environment in India- Retail franchising: An overview –Meaning- Evolution – technology – recent trends–franchising in India
UNIT II Franchising As Strategy
Retail franchising strategies- modes of franchising and their advantages and disadvantages- Franchising as strategy: Retailing and vertical marketing system, pros and cons – modes of franchising.
UNIT III Developing A Franchise System
Developing a franchise system and Preparing for franchising.
UNIT IV Evaluating A Franchise System
Investigating and evaluating the new franchise and performance of existing franchise systems.
UNIT V: Managing Franchising

REFERENCES:
4. Erwin J. Keup, 'Franchise Bible' 2007

MB13RL03 E-RETAILING L T P C
3 0 0 3

COURSE RATIONALE:
E-Retailing is one of the fast growing formats in the retailing sector. Information Technology revolution is changing the phenomena of business across the globe creating an impact on online E-Retailing. This course will introduce the concepts, fundamentals and also induce creative ideas that render value to consumers enhancing skills of the learner in operating the E-Retail business.

COURSE OBJECTIVE:
After this course on E-retailing the learner will be able to:
Understand Designing e-retail portals and operating business
Develop innovative ideas in E-Retailing

SYLLABUS:
UNIT I E-Retailing in Practice
UNIT II Online Customer Management
Understanding of e-consumer - normal consumer - communicating with the e-consumer

UNIT III E-Store Design
Sources for online information - designing e-store - Information search on the web site, e-store design, e-service

UNIT IV E-Retailing Models and Branding
Building brand for e-retailing: Branding the web - e-malls - e-retailing models

UNIT V Future of E-Retailing

REFERENCES:
2. Khai Sheang Lee, Soo Jiuan Tan, Guan Hua Lim,'E-retailing: understanding and overcoming consumer's perceived purchase risk in Internet shopping, - 2000

MB13 RL04 INVENTORY AND LOGISTICS MANAGEMENT L T P C
3 0 0 3

COURSE RATIONALE:
Retail industry mainly depends on logistics and supply chain management activities. Moreover inventory and category management systems will render comfortable handling of retail merchandise. This course on Inventory and Logistics management would give an exposure and experience on logistics, supply chain and inventory management systems.

COURSE OBJECTIVE:
After this course on Inventory and Logistics management the learner will be able to:
  Understand the function of logistics and supply chain management in retail sector
  Control the retail inventory effectively
  Execute efficient category management system
  Evolve retail pricing strategies
  Understand tactical implementation of the Pricing strategies in retail sector.

SYLLABUS:
UNIT I Retail Supply Chain Management
Introduction-Supply chain management in retail industry-Concepts-Managing retailer-
supplier relations-Types of supply chains- Retail distribution and replenishment.
UNIT II Retail Logistics Management
Retail logistics - contemporary issues, factors to be considered for logistics selection, types of logistics, retail returns and reverse logistics.

UNIT III Retail Pricing
Merchandise Budgeting, Pricing strategies, Markups, Markdown management, and Retail product lifecycle management.

UNIT IV Retail Inventory and Category Management
Retail inventory management, Category management, Assortments and space management, inventory handling systems and methodologies.

UNIT V Managing Supply Chain of Different Products and Formats
Food and crockery retail supply chain, apparel and footwear retail supply chain, and other category retailing supply chain, case studies on managing supply chain of different retail items.

REFERENCES:

MB 13RL05 CONSUMER BEHAVIOR AND RETAIL LOYALTY

COURSE RATIONALE:
The purpose of learning this course is to expose the Learners to the mindset of consumers and their buying behavior to understand retailer, retailers loyalty and enhancing skills to execute a plan for a value added retail offer.

COURSE OBJECTIVES:
After this course on Consumer Behaviour and Retail loyalty the learner will be able to:
  - Map the consumer’s mind set
  - Know how differently consumer behavior models illustrate the buyer’s behavior
  - Distinguish between internal and external factors influencing buyer behavior
  - Explain the influence of motivation, perception, personality, attitude,
  - Learn self image and Life styles
  - Understand how family, reference group, socio-cultural and opinion leadership influences buying behavior
  - Explain their buying decision process
  - Get exposed to emerging issues in buying behavior.
  - Understand retail loyalty and behavior

SYLLABUS:

UNIT I Consumer Behavior Models
Illustrate the various consumer behavior models suitable for retail sector- Concepts, Significance and Dimensions of Consumer Behavior– Application of knowledge of
Consumer Behaviour in marketing decisions- Industrial and individual consumer behaviour models - Howard- Sheth, Engel – Kollat, Web star andwind

**UNIT II Individual and Group Behaviors**


**UNIT III Purchase Behavior**

Purchase behavior plays the role in different stages of purchase- High and low involvement- Pre-purchase and post-purchase behavior– Online and offline purchase decision process– Diffusion of Innovation–Managing Dissonance – Emerging Issues

**UNIT IV Customer Experience Management**

The elements of customer experience management-Building retail loyalty- Retail experience, meaning and definition; Types of shopper; price bargain, special, lifestyles and shopping orientation; Retail activities; experiences, shopping zones; Retail mix, shopping centers, specialty, anchor stores, centre management.

**UNIT V Retail Customer Relationship Management**

CRM and retail loyalty-Retail loyalty programs- Retail customer relationship management, Loyalty schemes; customer loyalty, communications and relationships, added value, loyalty cards, programs and clubs, benefits of schemes, personal shopper, catalogues, Internet, and cost of setting up schemes.

**REFERENCES:**

COURSE RATIONALE:
Mall culture is transforming retail culture and operation of retail business across the Globe. Retail stores format is mostly unique in mall locations than in other locations. This course is offered for the purpose of understanding the mall culture and managing the retail formats in mall locations.

COURSE OBJECTIVE:
After this course on,' Store Format and Mall Management', the learner will be able to:
Understand the mall culture with respect to retail stores
Design, Develop and Manage value based competitive retail store formats at Malls.

SYLLABUS:
UNIT I Concept of Malls
Steps to successful establishing of Mall from concept stage to opening of the mall and managing it further with best practices of CRM.

UNIT II Functional Aspects of Malls
Marketing, operations, leasing, tenant mix, financing, facilities management, atmospherics, communication mix and other add-ons like entertainment options, its importance, brand valuation for mall

UNIT III Additional Services in Malls
Parking management, food court management, retail demand analysis, multiplex operations, Entertainment in shopping

UNIT IV Real Estate and Maintenance Management of Malls
Retail Management, Real Estate and Shopping Centre Potential in India, Pre-development process: Site selection, How to understand and review a commercial lease, Concept of tenant mix, Shopping Centre Quality Index, Marketing and marketing planning, Major Engineering Equipments, Maintenance management, Operational Formats, Sources of Revenue

UNIT V Shopping Centers
Shopping Centers - A macro-economic view, financial aspects of Shopping Centre Management, Case Studies with Operational Formats

REFERENCES:

**BANKING FINANCIAL SERVICES AND INSURANCE (BFSI)**

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<th>MB 13BI01</th>
<th>Principles and Practices of Banking</th>
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<td>MB 13BI02</td>
<td>Financial Institutions and Markets</td>
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<td>MB 13BI03</td>
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<td>MB 13BI04</td>
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<td>MB 13BI05</td>
<td>Principles and Practices of Life and General Insurance</td>
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<td>MB 13BI06</td>
<td>Enterprise Risk Management</td>
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COURSE RATIONALE:
To provide an in-depth exposure to the Principles and Practices of Banking. To acquaint the learners with Indian Financial System and to get exposed to Internet Banking.

COURSE OBJECTIVE:
At the end of the course the learner should be able to:
- Describe the general structure and recent developments in the Indian Financial System.
- Value the role and functions of RBI
- Analyze the usage of Internet Banking in the context of Modern Banking in India.
- Build fair practices of lending and debt collection

SYLLABUS:
UNIT I
Recent developments in the Indian Financial system - market structure and financial innovation. What are the functions of RBI, SEBI, IRDA etc - Role and Functions of banks - Regulatory provisions / enactments governing banks - Retail banking - Approach to marketing of Retail Banking products - Wholesale Banking and international banking - Role and functions of Capital markets - Role and Functions of Mutual Fund - Role and Functions of Insurance Companies – Bancassurance - Importance of risk management in banks - types of risk - impact of Factoring and Forfeiting on Alliances , mergers , consolidation - ADR / GDR / Off Balance Sheet Items, - Participatory Notes - Credit Information Bureau Ltd. - Fair Practices followed for Debt Collection - Basel-II - Banking Codes and Standard Boards in Indian Financial System

UNIT II
Meaning of the term “Banker” - Guidelines for Know your Customer - Deposit Products and services rendered by Bank – Mandate and Power of attorney - Banker’s lien–right of set off guidelines with regard to garnishee order and Income tax attachment or deretc - steps involved in the process of Opening of accounts for various types of customers.

UNIT III
Principles of lending and various credit Products / Facilities available in Banks - working capital and term loans - Credit Appraisal Techniques – Approach stolending - credit management and credit monitoring - steps involved in managing NPA - types of documents; Documentation Procedures; Stamping of documents Securities-Different modes of charging-types of collaterals and their characteristics PrioritySector-Lending-sectors-targets-issues/problems-recentdevelopments-FinancialInclusion.

UNIT IV
Functions of RBI Functions - Importance of Banking Regulation Act 1949 - Negotiable Instrument Act - Sections - Payment and collection of Cheque – duties and responsibilities of paying and collecting banker – protection available to paying and collecting banker under NI Act - endorsements Define forged instruments - implications of bouncing of cheques

UNIT V
Features of Internet Banking and Mobile Banking Technologies

REFERENCES:
1. Book Published by Indian Institute of Banking and Finance, Mumbai
3. Robert E. Wright, Vincenzo Quadrini, Money and Banking by, Publisher: Flat World Knowledge 2009
COURSE RATIONALE:
To provide an in-depth exposure to the issuance, valuation, legal backing and usage of various financial instruments. To acquaint the students with global financial markets and practices in analyzing securities, creation, evaluation and management of efficient portfolios.

COURSE OBJECTIVE:
At the end of the course the learner should be able to:
- Describe the general structure of various financial markets.
- Value financial products such as common stocks and fixed-income securities
- Analyze multiple companies for possible inclusion in the portfolio.
- Build a diversified portfolio and assess portfolio performance.

SYLLABUS:
UNIT I

UNIT II
Functions of Reserve Bank of India - Role of RBI - Monetary policy of RBI - features of monetary control along with its Recent policy development

UNIT III
Features of Securities and Exchange Board of India (SEBI) - Companies Act, 1956, Security contracts (Regulations) Act, 1956 - SEBI’S functions along with the Highlights of SEBI’s performance - Commercial Banks and Co-Operative banks - Non-banking Financial intermediaries - Statutory financial organizations - means of small savings - between provident funds Vs pension funds - role of insurance companies especially LIC, GIC and other private Insurance companies - NBFCs – An overview upto 1995-96 and present position of NBFCs, - Regulations of NBSCs - Types of NBFC’s - features of Public Deposits? Non-Banking Statutory Financial Organizations.

UNIT IV
UNIT V
Foreign Exchange Market - International capital flows uses and determinants of Foreign Capital - Forms of Foreign capital - International Financial - Foreign capital flow into India - Recent Developments in Foreign capital inflows - Foreign Exchange Market - Interest Rates Level and structure of Interest rates - status of Interest rate in India

REFERENCES:
COURSE RATIONALE:
To provide an in-depth exposure to the legal and service aspects of banking and insurance. To acquaint the students with various regulations and compliance of banking and insurance companies.

COURSE OBJECTIVE:
At the end of the course the learner should be able to:
- Describe the legal and service of banking and insurance
- Value the powers of RBI
- Analyse various laws governing the Banking and Insurance Companies

SYLLABUS:
UNIT I

UNIT II
Caselawson responsibility of paying / collecting banker indemnities / guarantees - scope, application, obligations of a banker – precautions and rights – laws relating to bill finance, LC and Deferred Payments – Laws relating to securities, valuation of securities, modes of charging securities - lien, pledge, mortgage, hypothecation etc - registration of firms / companies - creation of charge and satisfaction of charge.

UNIT III

UNIT IV
Features of Indian Contract Act, 1872 (Indemnity, Guarantee, Bailment, Pledge and Agency etc) , The Sale of Goods Act, 1930, (Sale and Agreement to Sell, Definitions, Conditions and Warranties, Express and Implied, Right to fun paid Seller etc) - The Companies Act, 1956 - company and its special features - Types of Companies – Memorandum – Articles of Association – Doctrines of Ultravires – indoor management and constructive notice - member ship of company , cessation,
rights and duties of members and register of members – Prospectus and powers of the directors.

UNIT V
Features of Indian Partnership Act, 1932 - Partnership types of partnership, relation of partners to one another – Relation of partners to third parties Minor admission and benefits of Partnership - Dissolution of firm - Effects of non – registration of a Partnership firm - Transfer of property Act

REFERENCES:
1. Book Published by Indian Institute of Banking and Finance, Mumbai
3. Jaiib-Macin - Legal Aspects of banking
5. Charles Procter , Mann and the legal aspect of Money -Seventh Edition-PHI
**COURSE RATIONALE:**
To provide an in-depth exposure to Information Technology, data communications and electronic banking. To acquaint the students with latest networking and computer technologies.

**COURSE OBJECTIVE:**
At the end of the course the learner should be able to:
- Evaluate the Data communication and electronic banking
- Update on the latest communication, network related Technologies

**SYLLABUS:**

**UNIT I**
Information Technology – Computer technology and Information Technology - computer peripherals (including Touch Screen) - Software Technology - operating system and its application - Database Management Systems - RDBMS - Oracle, SQL - Computerization in Banks

**UNIT II**

**UNIT III**
Information System Planning - Information System Analysis and Design – Information System, its process, selection and procurement - Information System Implementation and Management

**UNIT IV**
Technology Policy Guidelines in India with respect to the Banking sector – Technology Upgradation in Banking Sector

**REFERENCES:**
1. Book Published by Indian Institute of Banking and Finance, Mumbai
2. The Little Data Book on information and communication Technology-Published by The World bank-First Edition – June 2011- IBRD, Washington-USA
COURSE RATIONALE:
To provide an in-depth exposure to Principles and Practices of life and general insurance and to analyze the claim settlement procedure.

COURSE OBJECTIVE:
At the end of the course the learner should be able to
Distinguish between Life and General Insurance concepts
Describe the role of agent in insurance selling
Evaluate the premium concept and analyze the different types of premium and the factors considered in calculating the premium.
Analyze the types of claims in life insurance and general insurance and their prominent differences.

SYLLABUS:
UNIT 1
Evolution and nature of insurance - different classes of insurance - Growth of Insurance business in India - Organizational structure of the Life Insurance Corporation of India (LIC) - Postal Life Insurance - Organizational structure of Postal Life Insurance - life insurance agents - functions - need for an agent in life insurance selling - procedure to be followed by the insurance companies in appointing the agent - remuneration for agents - Trends in life insurance distribution channels

UNIT II
Premium - types of premium in life insurance business - factors to be considered in calculating life insurance premium - Bonus in life insurance policies - types of bonus in life insurance policies - types of life insurance plans along with its special features - Joint Life Insurance Plans - benefits of Child Insurance Plan - Rider and enumerate few benefits of Rider - Industrial life insurance - MWP Policies - Keyman insurance - Health insurance and what are its various types - Group Insurance - Importance - features - Eligibility conditions - types - Group Term Insurance Scheme - Group Gratuity Scheme and Group Superannuation scheme -benefits of Group Leave Encashment scheme - different forms of Employees Deposit - Linked insurance Scheme, Group Insurance Scheme in-lieu of EDLI and Social Security Scheme.

UNIT III

UNIT IV
Fire insurance and marine insurance Coverages –Types of Marine insurance policies Duty and increased value insurance

UNIT V

REFERENCES:
1. Davis . W. Gregg , Life and health insurance handbook—General Insurance, John Magee and David Bicklhaupt
2. R. D.Samarth Operational Transformation of General Insurance Industry during the period 1950 to 1990
3. Arun Agarwal / P R Rao , Study on Distribution Functions in General Insurance and Role of Intermediaries,
4. Martin Frappoli, General Insurance for Information Technology Professionals
COURSE RATIONALE:
To provide an in-depth exposure to various types of risk associated with Enterprise and to acquaint the learners with managing the risk.

COURSE OBJECTIVE:
At the end of the course the learner should be able to:
Describe risk and risk control.
Evaluate the various risk management systems and control.

SYLLABUS:

UNIT I

UNIT II

UNIT III

UNIT IV

UNIT V
Risk classification and its Relationship to Other Mechanisms - Criteria for Selection - Rating Variables - Classification Systems with suitable examples - Forces Affecting Classification Systems - Measures of Efficiency in Estimating Class Relativities

REFERENCES:
1. A Book published by Indian Institute of Insurance
2. Fundamentals of enterprise risk management, how top companies assess risk, manage exposure and seize opportunity by John J Hampton –first edition –august 2009-Published at Amacon, USA
3. Sim Segal, Corporate Value of Enterprise Risk Management: The Next Step in Business Management (Wiley Corporate ) 2011-first edition-by wiley USA
5. Paul Hopkin, Fundamentals of Risk Management: Understanding, Evaluating and Implementing Effective Risk Management –Published by IRM USA Fir