



# PERIYAR UNIVERSITY

*(NAAC Reaccredited with A Grade & NIRF Rank – 68)*

**Salem – Tamil Nadu**

**DEPARTMENT OF MANAGEMENT STUDIES**

## **MBA – PROGRAMME OBJECTIVE**

1. Making students acquire a comprehensive foundation in the fundamentals of business, the global environment in which they will function, and the analytical tools for managerial decision-making.
2. Training students to acquire required theoretical and relational abilities and feeling of social reasons for administrative leadership
3. Developing initiative capacities among students to go about as change specialists and be a wellspring of inspiration in the business organizations they work in.
4. Enabling the students to become through professionals to fulfill and exceed expectations of Corporate, Government and Society at large without compromising the uprightness, trustworthiness and moral values.
5. Equipping students to become rational decision makers and take decisions based on the factual information by applying appropriate managerial tools and techniques.

## **PROGRAMME OUTCOMES**

1. Students acquire a comprehensive foundation in the fundamentals of business, the global environment in which they will function, and the analytical tools for managerial decision-making.
2. Students acquire required theoretical and relational abilities and feeling of social reasons for administrative leadership
3. Students develop initiative capacities to go about as change specialists and be a wellspring of inspiration in the business organizations they work in.
4. Students become through professionals to fulfill and exceed expectations of Corporate, Government and Society at large without compromising the uprightness, trustworthiness and moral values.
5. Students become rational decision makers and take decisions based on the factual information by applying appropriate managerial tools and techniques.

**For the Candidates Admitted to MBA Programme of University Department from 2018 - 2019 onwards**

**I Semester (2018-2019)**

S.N	Subject Code	Subject Name	IA	EA	Total Marks	Credit
1	18MBA01	Concepts of Management and Communication	25	75	100	04
2	18MBA02	Organizational Behaviour	25	75	100	04
3	18MBA03	Managerial Economics	25	75	100	04
4	18MBA04	Accounting Practices for Managerial Decisions	25	75	100	04
5	18MBA05	Quantitative Techniques for Managers	25	75	100	04
6	18MBA06	Research Methodology for Social Sciences	25	75	100	04
7	18MBACV1	Comprehensive Viva	-	-	25	01

**II Semester**

S.N	Subject Code	Subject Name	IA	EA	Total Marks	Credit
1	18MBA07	Operations Management	25	75	100	04
2	18MBA08	Human Resource Management	25	75	100	04
3	18MBA09	Financial Management	25	75	100	04
4	18MBA10	Marketing Management	25	75	100	04
5	18MBA11	Operations Research	25	75	100	04
6	18MBAEDC1	Extra Disciplinary Course - 1	25	75	100	03
7	18MBACV2	Comprehensive Viva	-	-	25	01

**III Semester**

S.N	Subject Code	Subject Name	IA	EA	Total Marks	Credit
1	18MBA12	Business Law	25	75	100	04
2	18MBA13	Project Work & Viva Voce	200			04
3	18MBAE1	E1	25	75	100	04
4	18MBAE2	E2	25	75	100	04

5	18MBAE3	E3	25	75	100	04
6	18MBAEDC2	Extra Disciplinary Course - 2	25	75	100	03
7	18MBACV3	Comprehensive Viva	-	-	25	01

In the third semester the student has to select any one of the following specializations and has to undergo all the three subjects of that specialization.

### **Electives in III Semester**

#### **Specialization: Finance**

S.N	Subject Code	Elective Subject Name	IA	EA	Total Marks	Credit
1	18MBAF01	Merchant Banking & Financial Services	25	75	100	04
2	18MBAF02	Investment Management	25	75	100	04
3	18MBAF03	International Financial Management	25	75	100	04

#### **Specialization: Human Resource Management**

S.N	Subject Code	Elective Subject Name	IA	EA	Total Marks	Credit
1	18MBAH01	Human Resources Training and Development	25	75	100	04
2	18MBAH02	Human Resources Information System	25	75	100	04
3	18MBAH03	International Human Resources Management	25	75	100	04

### Specialization: Productions

S.N	Subject Code	Elective Subject Name	IA	EA	Total Marks	Credit
1	18MBAP01	Supply Chain Management	25	75	100	04
2	18MBAP02	Total Quality Management	25	75	100	04
3	18MBAP03	Integrated Materials Management	25	75	100	04

### IV Semester

S.N	Subject Code	Elective Subject Name	IA	EA	Total Marks	Credit
1	18MBA14	Strategic Management	25	75	100	04
2	18MBA15	Entrepreneurship	25	75	100	04
3	18MBAE4	E4	25	75	100	04
4	18MBAE5	E5	25	75	100	04
5	18MBAE6	E6	25	75	100	04
6	18MBAL1	Management Information System & Lab	25	75	100	04
7	18MBACV4	Comprehensive Viva	-	-	25	01

- Management Information System Lab is practical in nature with 25 marks for internal and 75 marks for external practicals with internal and external examiner.

### Electives in IV Semester

#### Specialization: Marketing Management

S.N	Subject Code	Elective Subject Name	IA	EA	Total Marks	Credit
1	18MBAM01	International Marketing Management	25	75	100	04
2	18MBAM02	Services Marketing	25	75	100	04

3	18MBAM03	Brand Management	25	75	100	04
---	----------	------------------	----	----	-----	----

**Specialization: Systems Management**

S.N	Subject Code	Elective Subject Name	IA	EA	Total Marks	Credit
1	18MBAS01	Systems Management	25	75	100	04
2	18MBAS02	Business Application Software	25	75	100	04
3	18MBAS03	E-Commerce	25	75	100	04

**Supportive Courses** offered by PRIMS are 18MBAEDC1 – Fundamentals of Marketing & 18MBAEDC2 – Entrepreneurship

During the summer vacation, the student has to avail 6 & 8 weeks (i.e May & June) for project data collection and analysis in consultation with the faculty guide. The report has to be submitted on the specified date during III semester.

Project report evaluation consists of report evaluation and the conduct of viva voce examination. Report evaluation (150 marks) will be undertaken by an external examiner and the faculty guide independently and the average of the two will be the final mark. Viva voce examination (50 marks) will be conducted by the external and the faculty guide together.

Comprehensive Viva will be conducted at the end of each semester. The examination will be conducted by the panel of all Faculty members and an External Examiner.

**Internal Assessment:**

Model Examination	-	10 Marks
Assignment (Min 2) / Seminar /Case Analysis	-	5 Marks
Unit/Class Tests (2 Numbers)	-	5 Marks
Attendance & Class Participation	-	5 Marks
Total	:	25 Marks

**Question Paper Pattern for MBA Syllabus 2018-2019**

Time: 3 Hours

Max. Marks: 75

**Part A (20x1= 20 Marks)**

Answer all the questions

Objective type Four Questions from each unit

**Part B (3X5 = 15 Marks)**

Answer any three questions out of five questions (Questions must be of Analytical type)

**Part C (5X8 = 40 Marks)**

Answer all questions

Either or type for each unit

## **18MBA01 – CONCEPTS OF MANAGEMENT AND COMMUNICATION**

### **Course Objectives:**

This course aims at making the students to understand the role and functions such as planning, organizing, directing and controlling of management and an explanation for the principles, concepts and techniques that can be used in carrying out these functions. Further, the course enhances the students to have understanding about the various concepts communication that may help them to carry out the managerial functions effectively and efficiently.

### **Learning Outcome:**

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

1. To understand foundation of Management concepts, various levels in it, Role and qualities of Managers, Evolution of Management Thoughts.
2. Students will get to familiaron key functional areas in management, MBO application and its feasibility, concepts of MBE, Organization Structure and its nature.
3. Demonstrate the concepts ofDirecting, importance, elements& its Techniques.Also Controlling, importance, Processand its Types.
4. Experiment effective communication and its objectives, process, barriers and its Types.
5. Learning effective managerial communication by demonstration, role play, assignment, discussion and so on.
6. At the end of the course discussion, the course instructor will validate the learning synergy by hosting course quiz and other assessment methods.



### Syllabus Units & Expected Outcome

Unit	Unit Title	Intended Learning Chapters (K1- Knowledge Level) (K2- Understanding Level)	Hours	At the end of the first semester, students studying Concepts of Management and Communication will be able.....
1	<b>Introduction of Management</b>	Introduction of Management: Meaning and definition – Nature of Management – Scope of Management – Importance of Management – Levels of Management – Role and qualities of Managers – Evolution of Management Thought : Contributions of FW Taylor and Henri Fayol		To understand the key terminologies on management, levels and its corresponding role & qualities. Also major contributions built by various management philosophers.
2	<b>Planning, Organizing and Organization Structure</b>	Planning: Nature and importance of Planning – Planning Process – Types of Plans – MBO – MBE - Organizing: Nature and Purpose of Organizing – Organization Structure – Formal and Informal Groups/ Organization – Line and Staff Authority – Departmentation – Span of Control – Centralization and Decentralization – Delegation of Authority.		To Horne their skills on planning. To check the feasibility of applying MBO. To understand the different forms of organizational structure and its responsibility along with authority.
3	<b>Directing and Controlling</b>	Directing: Meaning and definition – importance of directing – elements of directing – Techniques in directing - Controlling: Meaning and definition – importance of Controlling –Process of Controlling – Types of controlling.		To understand the possible ways for directing resource. To assess the alternatives methods of controlling resource and adopt the best possible practice.
4	<b>Communication</b>	Communication: Meaning and definition – objectives of communication – communication process – barriers to communication – Principles of effective communication – Types of communication: Formal Vs. Informal – Downward, Upward, horizontal, Diagonal and Informal communication.		To explain the principles of effective communication. To analyze the possible barriers in communication and find the way to eradicate it. To learn what form of communication will bring attention along with prompt relationship.

5	<b>Written and Oral Communication</b>	Communication Media: Verbal Communication (Written and Oral) – Face-to-Face communication – Visual communication –Business letter – Types and Layout components - Modern communication tools.	Can modulate their body language. To understand the role of business communication To trace out the contemporary communication tools and its structure. To understand do's and dont's in Written and Oral communication.
---	---------------------------------------	---	---

**TEXT BOOKS:**

1. Andrew J Dubrin, Essential of Management, Thomson Southwestern, 9<sup>th</sup> edition, 2012.
2. Samuel C. Certo and Tervis Certo, Modern Management: Concepts and skills, Pearson Education, 12<sup>th</sup> edition 2012.
3. Harold Koontz and Heinz Weihrich, Essential of Management: An International & Leadership Perspective, 9<sup>th</sup> Edition, Tata Mcgraw - Hill Education 2012.
4. Charles W.L Hill and Steven L Mcshane, ‘Principles of management, Mcgraw Hill education, special Indian edition 2007.
5. Rajendra Pal and J.S.Korlahalli, Essential of business communication, Sultan Chand & Sons

**REFERENCE BOOKS:**

1. Don Hellriegel, Susan E Jackson and john W slocum, Management – A competency based approach, Thompson south Western, 11<sup>th</sup> edition 2008.
2. Heinz Weihrich, Mark V Cannice and Harold Koontz, Management- A global entrepreneurial perspective, Tata Mcgraw Hill, 12<sup>th</sup> edition, 2008.

**Journals and Documents**

1. Journal of Management (JOM).
2. Journal of Management Development.
3. Prabandhan: Indian Journal of Management.
4. International Journal of Business Science and Applied Management.
5. International Journal of Management Practice.

## **18MBA02 – ORGANIZATIONAL BEHAVIOUR**

### **Course Objectives:**

This course aims to help the students in understanding the forces shaping individual, group and organizational sub-system; this is done with a view to preparing the students to see how these forces affect the management of business enterprises, both in the private and the public sectors. Further, this course helps in learning the processes and problems of management and evaluating means of achieving the goals of an enterprise through an effective management of people in the enterprise.

### **Learning Outcome:**

1. Upon successful completion of the requirements for this course, students will be able to:
2. To understand foundation of Management concepts, various levels in it, Role and qualities of Managers, Evolution of Management Thoughts.
3. Students will get to familiar on key functional areas in management, MBO application and its feasibility, concepts of MBE, Organization Structure and its nature.
4. Demonstrate the concepts of Directing, importance, elements & its Techniques. Also Controlling, importance, Process and its Types.
5. Experiment effective communication and its objectives, process, barriers and its Types.
6. Learning effective managerial communication by demonstration, role play, assignment, discussion and so on.
7. At the end of the course discussion, the course instructor will validate the learning synergy by hosting course quiz and other assessment methods.

### Syllabus Units & Expected Outcome

Unit	Unit Title	Intended Learning Chapters (K1- Knowledge Level) (K2- Understanding Level)	Hours	At the end of the first semester, students studying Concepts of Management and Communication will be able.....
1	<b>Introduction of Management</b>	Introduction of Management: Meaning and definition – Nature of Management – Scope of Management – Importance of Management – Levels of Management – Role and qualities of Managers – Evolution of Management Thought : Contributions of FW Taylor and Henri Fayol		To understand the key terminologies on management, levels and its corresponding role & qualities. Also major contributions built by various management philosophers.
2	<b>Planning, Organizing and Organization Structure</b>	Planning: Nature and importance of Planning – Planning Process – Types of Plans – MBO – MBE - Organizing: Nature and Purpose of Organizing – Organization Structure – Formal and Informal Groups/ Organization – Line and Staff Authority – Departmentation – Span of Control – Centralization and Decentralization – Delegation of Authority.		To Horne their skills on planning. To check the feasibility of applying MBO. To understand the different forms of organizational structure and its responsibility along with authority.
3	<b>Directing and Controlling</b>	Directing: Meaning and definition – importance of directing – elements of directing – Techniques in directing - Controlling: Meaning and definition – importance of Controlling –Process of Controlling – Types of controlling.		To understand the possible ways for directing resource. To assess the alternatives methods of controlling resource and adopt the best possible practice.
4	<b>Communication</b>	Communication: Meaning and definition – objectives of communication – communication process – barriers to communication – Principles of effective communication – Types of communication: Formal Vs. Informal – Downward, Upward, horizontal, Diagonal and Informal communication.		To explain the principles of effective communication. To analyze the possible barriers in communication and find the way to eradicate it. To learn what form of communication will bring attention along with prompt relationship.

5	<b>Written and Oral Communication</b>	Communication Media: Verbal Communication (Written and Oral) – Face-to-Face communication – Visual communication –Business letter – Types and Layout components - Modern communication tools.	Can modulate their body language. To understand the role of business communication To trace out the contemporary communication tools and its structure. To understand do's and dont's in Written and Oral communication.
---	---------------------------------------	---	---

Reference Books:

1. Stephen Robbins, Organizational Behaviour, Prentice Hall Publishers,
2. Aswathappa.K - Organizational Behaviour, Himalaya Publishing House.
3. Mishra.M.N. - Organizational Behaviour, Vikas Publishing House Pvt.Ltd.
4. Fred Luthans - Organizational Behaviour, McGraw Hill Publishing House.
5. Prasad.L.M. - Organizational Behaviour, Sultan Chand & Sons.
6. Sarma V.S.Veluri – Organisational Behaviour, JAICO Publishing House

## 18MBA03 - MANAGERIAL ECONOMICS

### **COURSE OBJECTIVES**

1. To familiarise the economic theory which are applied in Managerial decision making.
2. To understand the environmental factors that affect the effective functioning of the firm.
3. To improve overall efficiency of the firm by improving sales and controlling cost, keeping in mind the demand and supply conditions in the market for a commodity.

### **COURSE OUTCOMES**

Upon completion of the course, students will be able to

1. Enumerate the basic economic principles which are key to effective managerial decision making.
2. Examine the cost concepts which has a bearing on profit maximization and also to estimate the supply aspects of a product in the market.
3. Discriminate the market structure based on its characteristics and also to formulate the right pricing strategy.
4. Appraise the project profitability and to analyse economic indicators prevailing in the country for better business feasibility.
5. Chart out effective business plans and objectives based on the macro-economic factors and governmental policies.

### **SYLLABUS**

<b>Unit</b>	<b>Unit Title</b>	<b>Intended Learning Chapters</b>
I	Managerial economic Concepts, Demand analysis & Forecasting	Managerial Economics: Meaning, Nature, and Scope of Managerial Economics – Relationship between Managerial Economics and other disciplines – Role and Responsibilities of Managerial Economist. Demand Analysis: Meaning, Determinants and Types of Demand – Demand Distinctions – Elasticity of Demand – Demand Forecasting – Purposes – Criteria - Methods of Demand Forecasting.

II	Cost, Profit, Production and Supply Analysis	Cost Concepts, Classifications and Determinants – Cost Output Relationship – Break Even Analysis – Production Function – Supply Analysis – Economies and Diseconomies of Scale.
III	Price and Output Decisions Under Different Market Structures, Pricing policies & practices	Features, Pricing and Output Decisions of Perfect Competition, Monopoly, Monopolistic and Oligopoly Market Structures. Factors influencing price- Pricing Objectives – Pricing Methods.
IV	Capital Management and Macro-Economics	Methods of Appraising Project Profitability – Business Cycles: Phase, Causes and Effects – Inflation and Deflation: Types, Causes and Effects – Balance of Trade and Balance of Payments.
V	Macro economic concepts and Government Policies	National Income: Definition – Concepts of National Income – Methods and Difficulties of Calculating National Income – Monetary Policies – Fiscal Policies.

## REFERENCES

### Text Book:

1. Varshney & Maheshwari – Managerial Economics, Sultan Chand & Sons.

### Reference Books:

1. Samuelson & Nordhaus – Economics, Tata McGraw Hill.
2. Gupta.G.S. – Managerial Economics, Tata McGraw Hill.
3. Joel Dean – Managerial Economics, Mote & Paul.
4. Dwivedi.D.N. – Managerial Economics, Vikas Publishing House. Seventh Edition
5. Wali and Kalkundrikar – Managerial Economics
6. William A.Mc.Eachern- Micro ECON-CENGAGE

## **18MBA04-ACCOUNTING PRACTICES FOR MANAGERIAL DECISIONS**

### **Course Objectives :**

- (i) To learn basic accounting concepts and conventions which are applicable for business decision making
- (ii) To equippe the students to independent preparation of financial statement .
- (iii) To develop the idea and methodology for the analysis of financial statement with appropriate financial tools.
- (iv) To Learn Budget techniques and preparation.
- (v) To apply the Break Even Analysis with Business problems.

### **Course Outcomes :**

- (i) To understand the basis accounting concepts and convention which are relevance to the Financial Accounting and cost accounting. The students are ensured to independ preparation of financial statement..
- (ii) To employ various financial tools for the analysis of financial statement which are used to develop the interpretation and analysis. .
- (iii) To encourage the students to development budgeting techniques and also to ensure preparation of different types of budgets with real business organization.
- (iv) To examine the Break Even Point with applications to existing and new Business concerns
- (v) To understand the standard costing and its role. To encourage the students for the applications of standard costing in real business problems.



### SYLLABUS UNITS & EXPECTED OUTCOME

Unit	Unit Title	Intended Learning Chapters (K1-Knowledge Level) K2-Understanding Level)	At the end of the first semester, students studying Financial Management Will be able...
1	Introduction to Accounting	Introduction to Accounting: Accounting-Meaning-Definition-Functions of Financial Accounting-accounting concepts and conventions-Branches of Accounting – Financial, Management, Cost Accounting-Meaning –Definition-Objectives and Limitations and Cost Accounting.  Preparation of Final Account –Trial Balance-Trading Account-Profit and Loss Account-Balance Sheet-Problems with adjustments.	To understand the basic accounting concepts and convention which are relevance to the Financial Accounting and Cost Accounting, The Students are ensured to independent preparation of financial statement.
2.	Financial Analysis	Financial Analysis: Meaning –Advantages-Tools-Ratio, Fund Flow Analysis –Meaning, Advantages, Limitations, Problems.	To employ various financial tools for the analysis of financial statement which are used to develop the interpretation and Analysis
3	Budgets and Budgetary Control	Budgets and Budgetary Control- Meaning-Definition- Advantages- Disadvantages-Essentials of Sound Budgetary control-classification of Budget- Time, Function, Flexibility-Problems in Cash Budget –Sales Budget-Factory Overhead Budgets	To encourage the students to develop budgeting techniques and also to ensure preparation of different types budgets with real business organization.
4	Marginal Costing	Marginal Costing :Meaning- Definition-Advantages-Limitations-Practical Applications of Marginal Costing-Cost Volume Profit Analysis-Break Even Analysis-Meaning- Assumptions and Limitations - Problems	The examine the Break Even Point with applications to existing and new Business concerns
5	Standard Costing : Standard Costing	Standard Costing Meaning- Definition-Advantages-Limitations-Determination of	To understand the standard costing and its role. To encourage the students for the applications of

		Standard Costs-Variance Analysis –Material, Labor, Overhead, Sales Variances-Problems.	standards costing in real business problems.
--	--	---	--

**Text Book:**

1. Maheswari.Dr.S.N.,Sultan Chand & Sons,Introduction to Computerized Accounting,New Delhi.
2. Palanivelu.Dr.V.R., Accounting for Management,university Science Press.,New Delhi.

**Reference Book :**

1. Brown and Howard ,ELBS,Khan & Jain,Management Accounting.,Tata McGraw Hill,New Delhi.
- 2.Jain.S.P.& Narang, Financial Accounting and Analysis,,Kalyani Publishers,Ludhiyana.
- 3.Pandey.I.M.,Elemnts of Management Accounting,Vikas Publishing House.

**Important Note:**

The question paper setter should strictly follow the model question paper method.

## **18MBA05 – QUANTITATIVE TECHNIQUES FOR MANAGERS**

### **Course Objectives:**

- To learn the basics of data and measurement of central tendencies and deviations
- To apply parametric tests for testing hypothesis according to sample size and number of samples
- To use few non-parametric tools for testing hypothesis based on sample size and number of samples
- To learn concepts of relating data using regression, correlation and time series for business decisions
- To understand the application of probability distributions for managerial decisions

### **Expected Outcomes:**

After learning the course the students will be in a position to acquire the following:

- Understanding about data, data types and calculation of various measures of central tendencies and deviations
- Applying various tests of hypothesis for parametric data based on sample size and number of samples
- Usage of selective tools for testing of hypothesis for non-parametric data based on sample size and number of samples
- Learning about data relationship with regression, correlation and components of time series for simple business applications
- Understanding about the application of the probability distributions for management decision making

### **UNIT I:**

**Data and Data Analysis:** Uni-variate Bivariate and Multivariate Analysis: – Grouped and Ungrouped Data – Measures of Central Tendencies – Measures of Dispersion.

### **UNIT II:**

**Testing of Hypothesis (Parametric Data) :** Meaning - Procedure - Parametric Tests – Z-Test (One Sample and Two Sample Tests), T-test (One Sample and Two Sample Tests) - ANOVA (One Way).

### **UNIT III:**

**Testing of Hypothesis (Non-Parametric Data):** Sign Test for Paired Data, Rank Sum Test, Mann-Whitney U Test and Kruskal Wallis Test – Chi-Square Test.

#### **UNIT IV:**

**Data Relationship Analysis:** Regression and Correlation Analysis – Time Series Analysis: – Trend, Cyclical, Seasonal and Irregular Variations.

#### **UNIT V:**

**Application of Probability Distributions:** Binomial, Poisson and Normal Distributions – Characteristics and Managerial Applications.

#### Text Books:

1. Gupta. S.P., Gupta. M.P., Business Statistics, Sultan Chand & Sons, 2012.
2. Sharma. J.K., Business Statistics, Vikes Publishing, 4<sup>th</sup> Edition, 2014.

#### Reference Books:

1. Richard I. Levin, David S. Rubin, Sajay Rastogi, Masood Husail Siddiqui, Statistics for Management, 8<sup>th</sup> Edition 2017.
2. David M. Levine, Kathryn A.Szabat, David A.Stephen, P.K Viswanathan, Business Statistics: A First Course, 7<sup>th</sup> Edition, 2017.

#### **Important Note:**

Question Paper should have 75% weightage for problems and 25% weightage for theory

## **18MBA06 – RESEARCH METHODOLOGY FOR SOCIAL SCIENCES**

### **Course Objectives:**

1. To learn basics research methods in social science
2. To familiarize the students on research methodology, data collection and report preparation
3. To use research concepts in management research

### **Learning Objectives:**

Upon successful completion of the requirements for this course, students can:

1. Explain the meaning of Research, Objectives and Types. Also can differentiate Research and Research Methodology. Further can understand Research Process and Relevance of Research for Decision Making in various Functional Areas of Management.
2. Able to understand how to write research problem, constructing Hypothesis, finding an apt research design and concepts of sampling.
3. Demonstrate a critical understanding of construction of relevant questionnaire by using Scaling, also can able to explain the concepts of data and using different methods of collecting it.
4. Learn and understand how to choose the relevant Statistical tools and analyse the data by practical mode.
5. Learn how to organizing flaw free (Plagiarism) research report and its presentation.
6. At the end of the course discussion, the course instructor will validate the learning synergy by ask them to conduct a group roject.

<b>Unit</b>	<b>Unit Title</b>	<b>Intended Learning Chapters (K1- Knowledge Level) (K2- Understanding Level)</b>	<b>At the end of the first semester, students studying Concepts of Management and Communication will be able.....</b>
-------------	-------------------	---	---

1	Basics of Research	Basics of Research: Research Meaning, Scope and Objectives – Types of Research – Research Vs. Research Methodology – Research Process - Relevance of Research for Decision Making in various Functional Areas of Management.	To understand the different types of research. To takeout the key problematic Functional Areas of Management.
2	Research Problem, Hypothesis, Research Design, Sampling Design.	Problem Definition– Techniques, Hypothesis, Types - Formulation of Research Hypothesis - Choosing the Appropriate Research Design – Sampling Design – Techniques –Steps - Sample Size Determination - Precautions – Errors.	To explain how to trace and narrate research problem. To become knowledgeable in framing hypothesis and fixing relevant Research Design and sampling.
3	Measurement and Scaling Techniques	Measurement and Scaling Techniques - Data Collection - Primary Data and Secondary Data – Methods of Collection – Questionnaire Design – Essentials of a Good Questionnaire – Pre Testing of Questionnaire – Pilot Study – Merits and Demerits of Questionnaire – Use of Schedules – Structured and Unstructured Interviews – Observation Method, Use of Secondary data in research.	To explain how to construct a relevant Questionnaire by using scaling techniques. To explain why Pilot Study is must. To understand the different methods of data collection.
4	Processing and Analysis of Data	Processing and Analysis of Data: Editing – Types of Editing – Guidelines for Editing - Coding – Classifications – Tabulation – Need, Nature and Guidelines – Ungrouped and Grouped Frequency Tables, Charts and Diagrams – Use of Computer Packages for Data Analysis – Application of Statistical Tests and Interpretation of Test of Results.	To explain the purpose of different Statistical Tests. Can perform the data processing. To explain the need and purpose of using Frequency Tables, Charts and Diagrams. To understand the Interpretation of Test of Results
5	Presentation of Research Results	Presentation of Research Results - Organizing a Research Report - The Significance Report – Steps in Writing Report - The Integral Parts of a Report –Types of Reports – Precautions for Writing Research Reports, Plagiarism Check – Need, Importance.	To understand the overall structure and its steps of a research report. To analyse do's and dont's in research writing. To explain why Plagiarism Check needs.

## Syllabus Units & Expected Outcome

### Reference:

#### Text Book:

1. Kothari.C.R., Gaurav Garg - Research Methodology – Methods and Techniques 4<sup>th</sup> Edition, 2018.

#### Reference Books:

1. Cooper – Business Research Methods Tata McGraw Hill Education 9<sup>th</sup> Edition 2006.
2. Donald Cooper, Pamela Schnider – Business Research Methods, McGraw Hill Higher Education, 12<sup>th</sup> Edition 2013.
3. William J.Goode P.K.Hatt – Methods in Social Research McGraw Hill Inc,1952.

#### Journals and Documents

1. Journal of Mixed Methods Research (JMMR)
2. International Journal of Research Methodology.
3. International Journal of Research in Social Science.
4. Research Methods for Managers (3<sup>rd</sup> edn). London:”Sage.
5. Previous years Projects, dissertations and Thesis
6. Education Resources Information Center
7. British Education Index.

## **18MBA07 – OPERATIONS MANAGEMENT**

### **Course Objectives:**

- 1) To classify the various types of Production Systems and Plant Layout.
- 2) To enumerate the different functions of Production Planning and Control.
- 3) To study the importance of efficient Materials Management and Inventory Control.
- 4) To understand the techniques of Quality Control and Maintenance.
- 5) To learn the aspects relating to Work Environment and Method Study.

### **UNIT I:**

Production Management – Definition – Scope and Functions – Production System and Types of Production Systems – Plant Location – Factors influencing Plant Location – Plant Layout – Principles and Criteria of Plant Layout – Types of Plant Layout – Value Analysis and its procedure.

### **UNIT II:**

Production Planning and Control – Objectives – Functions – Requirements of effective Production Planning and Control – Routing and Scheduling – Importance, Objectives and its Procedure.

### **UNIT III:**

Inventory Control – Techniques – EOQ Analysis – ABC Analysis – Material Requirement Planning - Just in Time System – Lean Manufacturing.

Material Management: Objectives – Functions – Purchase Management – Vendor Rating.

### **UNIT IV:**

Quality Control – Objectives – Importance – Inspection – Kinds of Inspection – KAIZEN – Key Elements of KAIZEN – Steps in Implementation – Quality Circles – Total Quality Management – Maintenance – Requirements for effective maintenance – Types of Maintenance – Material Handling – Objectives - Material Handling Equipments.



## **UNIT V:**

Work Environment – Worker Safety – Major Components of Work Study – Method Study – Work Measurement – Techniques of Work Measurement – Steps Involved for Conducting Time Study – Steps in Method Study – Principles of Motion Economy.

### **Course Outcomes:**

- 1) Categorize the various types of Production Systems and Plant Layout.
- 2) Discuss the various functions of Production Planning and Control.
- 3) Achieve the functions of effective Materials Management and Inventory Control.
- 4) Employ the various techniques of Quality Control and Maintenance.
- 5) Examine the aspects of prime importance of conducive Work Environment and Method Study.

### **Text Book:**

1. Panneer Selvam.R., Production and Operations Management, Prentice Hall of India, New Delhi.

### **Reference Books:**

1. Saravanavel.P and Sumathi.S, Production and Materials Management, Margham Publications, Chennai.
2. Rama Murthy.P, Production and Operations Management, New Age International.
3. Aswathappa.K, Sridhar Bhat.K, Production and Operations Management, Himalaya Publishing House.
4. Aggarwal, Kanna.L.N., Production Planning and Control, K.C.Jain Publications.
5. Khanna.R.B., Production and Operations Management, PHI.
6. Gupta.Dr.C.B., Operations Management and Control, Sultan Chand and Sons, New Delhi.
7. Khanna.P.O, Industrial Engineering and Management, DhantPat Rai Publications Pvt. Ltd.
8. Chunawalla.S.A. and Patel.D.R., Production and Operations Management, Himalaya Publishing House.

**Note:** The Question Paper should contain 80% marks for Theory and 20% marks for Problems

## 18MBA08 – HUMAN RESOURCE MANAGEMENT

### **Human Resource Management – Course Objectives**

This course aims to help the students in acquiring knowledge on the Nature, scope of Human Resource Management and the Role of HR manager in an Organizational contexts . And to analyse the framework of HR accounting and auditing process to learn the attributes of HRM process from recruitment to selection. Further, it focuses on the concepts of training and compensation and an outline on performance evaluation and Redressal methods of the business concerns . Also, it offers the students a clear understanding on the Worker’s participation and grievances handling procedure for an effective Organizational plan.

### **Learning Outcomes**

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

1. To impart knowledge about management issues related to staffing, training, performance, compensation, organizational quality and compliance with human resource requirements.
2. To foster the knowledge on HR planning and Process of HRM that can help them in managing organizational activities.
3. To Discuss the concepts of training and compensation plan in HRM that helps in analyzing the standard outcomes of an Organization.
4. To inculcate the knowledge on Performance evaluation and industrial practices that can help them in handling the career activities.
5. The students can better understand and analyze the concepts of Worker’s participation in management.
6. Outline the nature and sources of grievances and explain the different strategies used in handling those grievances.
7. This course also provides an in depth appreciation and understanding of the unique HR practices and effective process of Human Resource activities.

<b>Unit</b>	<b>Unit Title</b>	<b>Intended Learning Chapters</b> <b>(K1-Knowledge Level)</b> <b>K2- Understanding Level)</b>	<b>At the end of the first semester, students studying Human Resource Management will be expected...</b>

1	Introduction to HRM	Introduction – Meaning and Definition, Nature, Scope, Objectives and Importance of HRM – Functions of HRM - Role of Human Resource Manager – Computer Applications in Human Resource Management – Human Resource Accounting and Audit.	Students will acquire a sound understanding on the importance, Functions of HRM.  Discuss the HR accounting and auditing strategy
2	Process of HRM	Human Resource Planning – Importance – Process - Forecasting Human Resource Requirement – Techniques - Matching supply and demand - Recruitment and Selection – Sources of Recruitment – Selection of Employees - Difference between recruitment and selection – Procedures for selection - Tests - Interview – Types of Interview – Process of conducting interview.	To focus on the HR planning, its process from recruitment to selection in different Organizational contexts.
3	Training and Development	Training - Meaning and Definition- Types of Training Methods – Reasons – Benefits – Resistance - Executive Development Programmes (EDP) – Common practices - Benefits – Self Development – Knowledge Management - Compensation Plan – Reward – Career Management – Development of Mentor.	To familiarize with the effective Training methods to be adopted for achieving better career management goals.
4	Performance evaluation methods	Method of performance evaluation – Feedback – Industry Practices - Promotion, Demotion, Transfer and Separation – Implication of job change - The Control Process – Importance – Methods – Requirement of Effective Control Systems Grievances – Causes – Implications – Redressal	To gain knowledge on the Performance evaluation thereby analyzing the need for Promotion, Demotion, Transfer etc  And, focus on the grievances

		methods.	handling techniques.
5	Worker's participation	Workers Participation in Management – Evolution of Participative Management – Structure – Functions – Nature and Benefits of Participation – Types and Degree of Participation – Quality Circle – Organization for Quality Circle – Grievance Handling Procedure.	To explain the concept of Worker's participation in Management, its structure and benefits of Participation

### Reference Books

1. Agarwal, A.N., 2001 Indian Economy; Nature, Problems and Progress, Vikas Biraj Praksah, New Delhi
2. Aswathappa.K, Human Resources and Personnel Management TMH, New Delhi.
3. Luis R.Gomez-Mejia, David B.Balkin, Robert L Cardy, Managing Human Resource, PHI Learning. 2012
4. Bernadin , Human Resource Management, Tata Mcgraw Hill ,8th edition 2012.
5. Ivancevich, Human Resource Management, McGraw Hill 2012.

## **18MBA09-FINANCIAL MANAGEMENT**

### **Course Objectives :**

- (i) To learn basic financial concepts and business finance.
- (ii) To understand the role and responsibilities of finance manager in different industrial sector.
- (iii) To understand the need and importance of capital budgeting and techniques for preparation.
- (iv) To equip the students in the cost of capital for the different sources of financing.
- (v) To study the leverages and capital structure in real cases.
- (vi) To equip the students to individually prepare working capital statement at different sectors.

### **Course Outcomes :**

- (i) Students are equipped the fundamental financial concepts and able to acquire the financial managers function role and responsibility at different sector of economy..
- (ii) To ensure the students for the independ preparation of capital budgeting of business organization .
- (iii) To equip the students for independent financial policy formulation with application of cost capital techniques.
- (iv) The students can better understanding in the leverages and capital structure for financial decision making.
- (v) Students are equipped to individual preparation of working capital statement for different projects.

### SYLLABUS UNITS & EXPECTED OUTCOME

Unit	Unit Title	Intended Learning Chapters (K1-Knowledge Level) K2-Understanding Level)	At the end of the first semester, students studying Financial Management Will be able...
1	Financial management	Financial Management –Introduction: Finance –Meaning-Importance of Finance- Business Finance –Meaning—Purpose of Business Finance- Financial Management –Meaning-Definition –Objectives of Financial Management –Theories of Finance-Finance Manager – Role and Functions.	Students are equipped the fundamental financial concepts and able to acquire the finance managers function role and responsibility at different sector of economy.
2	Capital Budgeting	Capital Budgeting- Meaning-Definition –Concept of Capital Expenditure-Importance of Payback Capital Budgeting- Limitations of Capital budgeting - Capital budgeting Appraisal Methods –Payback Method-ARR Method – Discounted Cash Flow Method-Profitability Index Method- Problems.	To ensure the students for the independ preparation of capital budgeting of business organization
3	Cost of Capital	Cost of Capital :Introduction –Meaning- Definition of Cost of Capital –Importance of Cost of Capital in Decision Making –Determination of Cost of Capital – Computations of Cost of Capital-Computation of Cost of Each Specific Sources of Finance-Computation of Weighted Average Cost of Capital-Problems	To equip the students for independent financial policy formulation with application of cost capital techniques.
4	Leverages & capital structure	Leverages & Capital Structure: Meaning –Definition-Types of Leverages-Significance-Limitations –Computations Different Types of Leverages-Problems. Capital Structure- Meaning-Definition-Patterns of Capital Structure-Theories of Capital Structure-Computation of Valuation of Firms- Problems.	The students can better understanding in the leverages and capital structure for financial decision making.
5	Working Capital	Working Capital: Meaning –Definition of Working Capital – Types of Working-Factors Determining the working capital Requirements-Methods of Estimating working capital	Students are equipped to individual preparation of working capital statement for different

		Requirements-Problems. Dividend –Meaning-Divides Policy –Determinants of Divided Policy-Forms of Dividend Policy- Theories of Dividend –Simple Problems.	projects.
--	--	--	-----------

**Text Book:**

1. Pandey. I.M, Financial Management, Vikas Publishing House
2. Palanivelu.Dr. V.R., Financial Management, S.Chand & Company Ltd.,New Delhi.

**Reference Book :**

- 1.James C.Van Horne,Fundamentals of Financial Management ,Person,New Delhi.
- 2.Kulkarni.P.V,Financial Management,Himalaya Publishing House,Mumbai.
- 3.Prasanna Chandra,Financial Manahement Theory and Practise,Tata McGraw Hill Publishing Co.Lt.,New Delhi.
- 4.Tulsian.Dr.P.C.,Financial Manahement ,S.Chand & Company Ltd.,New Delhi

**Important Note:**

The question paper setter should strictly follow the model question paper method.

## **18MBA10 - MARKETING MANAGEMENT**

**(K1, K2, K3, K4 and K5 levels)**

### **Course Objectives:**

1. Imparting the basic concepts of marketing for better application of the same in modern organizations.
2. Making the students to understand the different perspectives of the term “product” including brand and brand equity.
3. Exposing the students to role of price and marketing channels.
4. Enabling students to understand and appreciate the criticality of marketing communication to any business.
5. Learning and experiencing the new trends in marketing.

### **Course Outcome:**

#### **After completing the course, the students will be able to**

1. Infer and interpret the basic concepts of marketing for better application of the same in modern organizations.
2. Develop new product strategies for organizations including branding decision and enhancing the brand equity.
3. Analyse the role and importance of price and marketing channels to organizations.
4. Formulate integrated marketing communication strategies to business organizations.
5. Apply new and modern marketing techniques and develop new marketing tools for business organizations.

### **UNIT - I**

Marketing: Definition, importance and scope – Core marketing concepts, Company orientation towards marketplace – Marketing and customer value – Creating value, and customer relationship – Analyzing consumer markets - Identifying market segments and targets.

### **UNIT - II**

Product characteristics and classifications – Product differentiation – Product and brand relationship - Packaging and labeling- New product development – Product life cycle marketing strategies – Brand equity – Measuring brand equity - Devising a branding strategy – Crafting the brand positioning.



### **UNIT - III**

Pricing: Understanding pricing – Setting the price – Pricing Methods - Adapting the price – Initiating and responding to price changes.  
Physical distribution: Marketing channels and value networks – Role of marketing channels – Channel design decisions – Channel management decisions – Channel conflict management.

### **UNIT - IV**

Retailing - Private Labels – Wholesaling – Market logistics - Promotion: Role of marketing communication – Developing effective communication – Deciding the communication mix – Advertising (objective, budget) – Sales promotion (objectives, major decisions) – Events and experiences, Public relations.

### **UNIT - V**

Direct marketing – Interactive marketing – Word-of-mouth - Personal selling: Designing and managing sales force – Principles of personal selling - Trends in marketing practices: Internal marketing – Socially responsible marketing – Marketing implementation and control – Future of marketing.

### **TEXT BOOK:**

1. *Philip Kotler, Kevin Lane Keller, Abraham Koshy and Mithileswar Jha. 2012. **Marketing Management**. [Thirteenth Edition]. Pearson Education, New Delhi.*

### **REFERENCE BOOKS:**

1. *Ramaswamy, V.S and Namakumari S, 2009. **Marketing Management**. [Third Edition]. Macmillan India Ltd, New Delhi.*
2. *Rajan Saxena. 2009. **Marketing Management**. [Fourth Edition]. Tata-McGraw Hill, New Delhi.*

## **18MBA11 – OPERATIONS RESEARCH**

### **Objectives:**

- To introduce the concept of operations research, OR models and to learn the formulation of linear programming and solving of LP using graphical method
- To understand and apply the concept of transportation model and assignment model for business problems
- To know the basics of game theory and decision theory and use them for business decision areas
- To learn the concepts of queuing theory application of M/M/I model and to use sequencing technique for solving different problems
- To learn and apply simulation model for simple business problems and to learn and use network analysis for PERT and CPM

### **Expected Outcomes:**

After learning the course the students will be in a position to acquire the following:

- Introduction of concept and models of operations research and learning the formulation and solution of linear programme model
- Understanding the concepts of transportation and assignment models and applying them for solving business problems
- Knowing of game and decision theories and using them for business decisions
- Learning the concepts of queuing theory and M/M/I model and sequencing technique and apply them for simple business problems
- Understanding the concept of simulation and network analysis of PERT and CPM and applying them for solving managerial problems

**UNIT I:**

**Operations Research and Linear Programming:** Introduction to Operations Research – Evaluation – Definition – Scope – Model and Limitations of Operations Research – Linear Programming – Formulation – Graphical Solution.

**UNIT II:**

**Transportation and Assignment Models:** Transportation Model – North West Corner Rule – Least Cost Method – Vogel's Approximation Method – Test for Optimality – MODI Method – Assignment Problems – Hungarian Method.

**UNIT III:**

**Game Theory and Decision Theory:** Game theory – Meaning and characteristics – Saddle point – Dominance property – Algebraic and Graphical solution – Decision theory and its applications – Decision making under risk – Uncertainty in decision making – Mini max – Maximin – Regret – Laplace Hurwicz Criteria.

**UNIT IV:**

**Queuing Theory and Sequencing Model:** Queuing Theory: General Structure of Queuing System – Operating Characteristics of Queuing System – M/M/I Model – Problems; Sequencing Problem – Processing N Jobs Through Two Machines – Processing N Jobs Through Three Machines.

**UNIT V:**

**Simulation and Network Analysis:** Simulation – Meaning and Types – Steps – Monte Carlo Simulation – Problems on Inventory, Queuing and Maintenance - Networks Analysis – Programme Evaluation and Review Technique (PERT) – Critical Path Method (CPM).

Text Book:

1. Sharma.J.K., Operations Research, Theory and Applications, Macmillan Publishers India Ltd., 5<sup>th</sup> Edition 2012.

Reference Books:

1. Kapoor .V.K - Operations Research Sultan Chand & Sons, 2014.
2. Srinivasan.G - Operations Research: Principles and Applications, PHI, 3<sup>rd</sup> Edition, 2017.
3. Wayne L. Winston - Operations Research: Applications and Algorithms Boork/ Cole, 4<sup>th</sup> Edition, 2013.

## **18MBAEDC1 – FUNDAMENTALS OF MARKETING**

**(K1, K2, K3, K4 and K5 levels)**

### **Course Objectives:**

1. Imparting the basic concepts of marketing for better application of the same in modern organizations.
2. Making the students to understand the different perspectives of the term “product” including brand and brand equity.
3. Exposing the students to role of price and marketing channels.
4. Enabling students to understand and appreciate the criticality of marketing communication to any business.
5. Learning and experiencing the new trends in marketing.

### **Course Outcome:**

#### **After completing the course, the students will be able to**

1. Infer and interpret the basic concepts of marketing for better application of the same in modern organizations.
2. Develop new product strategies for organizations including branding decision and enhancing the brand equity.
3. Analyse the role and importance of price and marketing channels to organizations.
4. Formulate integrated marketing communication strategies to business organizations.
5. Apply new and modern marketing techniques and develop new marketing tools for business organizations.

### **UNIT I:**

Introduction: Meaning and Definition of Marketing – Scope of Marketing – Evolution of Marketing – Concepts – Production Concept – Product Concept – Marketing Myopia – Selling Concept – Marketing Concept Societal Marketing Concept.

### **UNIT II:**

Marketing and Its Environment: Micro Environment (Company – Suppliers- Marketing Intermediaries – Customers – Connectors Publics) Macro Environment (Demographic- Economic- Natural – Technological – Political – Legal and Regulatory Culture -Social) – International Marketing (Global Markets – GATT and WTO).

**UNIT III:**

Market segmentation: Concept of Target Market – Diffused Market – Concentrated Market – Clustered Market – Market Segmentation (Concept – Types – Patterns – Benefits- Requirements for Effective Segmentation) – Market Segmentation Analysis for given Products – Product Positioning (Types of Positioning).

**UNIT IV:**

Pricing decisions: Objectives and Strategies; Channel Managements: Selection Factors – Functions – Promotions: Advertising – Personal Selling – Sales promotions –Publicity – Modern marketing trends.

**UNIT V:**

Consumer and Organizational Behavior: Consumer Behavior (Nature-Scope-Importance) – Factors influencing Consumer behavior (Economic Psychological – Cultural – Social and Personal) – Steps in Consumer Decision Process.

Text Book:

1. Ramasamy and Namakumari, Marketing Management, Mac Millan India.

Reference Books:

1. Philip Kotler, Marketing Management, Prentice Hall of India (P) Ltd.
2. William J.Stanton, Michael, J.K.Etzel, Fundamentals of Marketing, McGraw Hill Publication, New York.

## 18MBA12 – BUSINESS LAW

### Course Objectives

1. To instill the necessary understanding on contract and its elements, agreement and Performance of Contract.
2. To provide basic legal aspects of provisions for the purpose of performing Indemnity and Guarantee.
3. To propagate awareness about essential clause concerning Bailment and Pledge for cordial business operations among parties.
4. To make them to be a confident in advocating self earning society by instilling contact of agency.
5. To appraise the students through leading business oriented case studies and develop their own cases from different sources and arriving at conclusions for facilitating business decision.

<b>Unit</b>	<b>Unit Objectives</b>	<b>Content</b>	<b>Outcome</b>
1	To make them to aware on why business needs laws. To make them to understand the legal requirements for a valid contact.	Introductory – Nature of Contract – Offer and Acceptance – Consideration – Capacity of Contract – Free Consent – Legality of Object – Void Agreements – Contingent Contracts – Performance of Contract – Discharge of Contract – Remedies for Breach of Contract.	Students will acquire a sound understanding of the legal aspects of laws which are affecting business.
2	To foster the knowledge on Indemnity and Guarantee	Indemnity and Guarantee – Contract of Indemnity – Contract of Guarantee – Extent of Surety’s Liability – Kinds of Guarantee – Rights of Surety – Discharge of Surety	Can aware and apply their legal knowledge for business surety and its related transactions.
3	To foster the knowledge on Bailment and Pledge	Bailment and Pledge – Classification of Bailment’s – Law Relating to Lien – Finder of Goods – Termination of Bailment – Pledge – Rights and Duties of Pawnor and Pawnee – Pledge by Non-Owners.	Analyze a given social and business context using applicable situation & law and develop a suitable operational framework

4	To make them to aware on why business needs agency ,also its corresponding rules and regulations.	Contract of Agency – Definition of Agent and Principal – Creation of Agency – Classification of Agents – Relations of Principal and Agent – Delegation of Authority.	Can maintaining flaw free relationship and Communicate effectively using standard business and legal terminology
5	To spread awareness on consumer protection provisions and transfer of property.	Formation of Contract of Sale – Subject Matter of Contract of Sale – Document of Title to Goods – Conditions and Warranties – Transfer of Property.	Describe current law, rules, and regulations related to settling business disputes.

Text Book:

1. Kapoor. N.D., Elements of Mercantile Law, Sultan Chand & Sons, New Delhi.

Reference Book:

1. Shukla. M.C., Mercantile Law, S.Chand & Company Ltd – New Delhi.

## 18MBAF01-MERCHANT BANKING AND FINANCING SERVICES

### Course objectives

1. To familiarise the students with the concepts of merchant banking.
2. To provide an in depth knowledge about regulatory framework of merchant banking.
3. To understand the process of issue management and SEBI guidelines related to issue management activity.
4. To provide an in depth insight into the various financial services.
5. To acquaint the students in respect to recent developments in financial services.

### Syllabus units and expected outcome

unit	Unit title	Intended learning chapters (k1-knowledge level) (k2-understanding level)	At the end of the 3 <sup>rd</sup> semester, students studying merchant banking and financial services will be expected.....
1.	Merchant banking-introduction	Merchant banking-introduction: finance-meaning-definition-functions-corporate counseling services-projects counseling services-issue management and underwriting services-portfolio management services-fixed deposit brokering services.	To have an in depth knowledge about regulatory framework of merchant banking, framework of merchant banking, SEBI regulations and guidelines and also about the code of conduct for merchant bankers.
2.	Merchant banking-regulatory framework	Merchant banking-regulatory framework: introduction-SEBI regulation- registration of merchant bankers- general obligations and responsibilities- procedures for inspection-procedure for action in case of default-code of conduct for merchant bankers-SEBI guidelines	To have an in depth knowledge about regulatory framework of merchant banking, SEBI regulations and guidelines and also about the code of conduct for merchant bankers.
3.	Public issue	Public issue management: meaning-definition-functions-mechanism-categories of securities	To have an understanding about the functions and



	management	issue-issue manager-role of issue manager-activities involved in public issue management.	activities involved in public issue management.
4.	Concept of financial services	Financial services: concept of financial services-functions-characteristics-financial services market-meaning-constituents-growth of financial services market- financial services sector-problems-regulatory framework.	To understand the characteristics, functions and challenges of financial services market.
5.	Recent development in financial services	Recent development in financial services: introduction-consumer finance- hire purchase finance-leasing-mutual fund-bill financing-credit syndication-factoring and forfeiting	To have an understanding about the recent developments in the financial services sector in India and also at the international level.

Reference Books:

1. Khan. M.Y., Financial Services, Tata McGraw Hill Publishing Co-Ltd.
2. Gurusamy. Dr.S., Merchant Banking and Financial Services, Thomson, Chennai.
3. Gurusamy. Dr.S., Financial Markets and Institutions, Thomson, Chennai.

## **18MBAF02 – INVESTMENT MANAGEMENT**

### **Course Objectives:**

- To understand the basics of investment management, types and process and investors profile
- To know the different investment avenues and modes of investment
- To learn about investment companies and regulatory authorities for investment companies
- To study the meaning, types of credit rating and rating agencies
- To understand the objectives, functions, structure and role of SEBI

### **Expected Outcomes:**

After learning the course the students will be in a position to acquire the following:

- Understanding about investment basics, types and process of investment management and investors' expectations
- Knowing about the various investment avenues and different modes
- Learning about the meaning and types of investment companies and regulatory authorities of investment companies
- Studying of meaning credit rating, types of credit rating and different credit rating agencies
- Understanding the objectives, functions, organizational structure and role of SEBI in different markets

### **UNIT I:**

**Investment Management:** Introduction - Meaning – Investment, Speculation, Gambling, Increasing Popularity of Investments – Investment Management – Meaning – Functions, Objectives, Features of Investment Programme – The Investment Process – Risks of Investment – Savings and Investment – Objectives of Investors – Sources of Investment Information.

### **UNIT II:**

**Investment Avenue:** Introduction - Classification of Investments – Features of Investment Avenues – Macro Aspects of Savings and Investments – Modes of Investments - Mobilization of Savings for Investment.

**UNIT III:**

**Investment companies and Regulators:** Introduction - Meaning – Concept – Types of Investment Companies – Open End Investment Companies and Closed End Investment Companies – SEBI Guidelines for Mutual Fund Authorization – RBI Guidelines on Mutual Funds – Mutual Fund 2000 – Mutual Fund Operations in India – Computation of Net Asset Value.

**UNIT IV:**

**Credit Rating:** Introduction – Definition of Credit Rating – Factors Affecting Assigned Ratings – Credit Rating in India – Functions, Benefits of Credit Rating – Disadvantages of Credit Rating – Types of Credit Rating – Credit Rating Agencies in India – CRISIL, ICRA, CARE, ONICRA - ONIOA – Individual Credit Rating Agency – International Credit Rating Agencies.

**UNIT V:**

**Securities and Exchange Board of India (SEBI):** Introduction – Objectives of SEBI – Functions of SEBI – Organization of SEBI – SEBI's Role in Primary Market – Secondary Market and SEBI – SEBI and the FIIs.

**Reference Books:**

1. Avadhani.V.A. , Investment and Securities Market in India, Himalaya Publishing House.
2. Bhalla.V.K., Investment Management, S.Chands & Company Ltd.
3. Punithavathi Pandian, Security Analysis and Portfolio Management, Vikas Publishing House.
4. Donald E.Fisher and Ronald J. Jordan, Security Analysis and Portfolio Management, PHI/Pearson.

## **18MBAF03 - INTERNATIONAL FINANCIAL MANAGEMENT**

**(K1, K2, K3, K4 and K5 levels)**

### **Course Objectives:**

1. Imparting the basic concepts international finance.
2. Making the students to understand the structure and operations of global financial markets.
3. Showing the students the importance of forward & futures contracts and also discussing the impact of exchange rate on international business.
4. Enabling the students to understand transaction exposure and economic exposure.
5. Learning the new trends in international short-term and long-term financing options.

### **Course Outcome:**

#### **After completing the course, the students will be able to**

1. Infer and interpret the basic concepts international finance.
2. Examine the structure and operations of global financial markets.
3. Make an assessment of the role of forward & futures contracts and also, the impact of exchange rate on international business.
4. Analyze the impact of transaction exposure and economic exposure on business organizations.
5. Construct a suitable fund mobilizing model by taking into consideration the optimum combination of short-term and long-term international financing instruments.

## **CONTENTS**

**UNIT - I**

**(10 Hours)**

Why study International Finance? – The nature of exposure and risk – Classification of foreign exchange exposure and risk.

Exchange rate regimes – The international monetary fund (IMF) –International liquidity and Special Drawing Rights ((SDR).

## **UNIT - II**

**(10 Hours)**

Global financial market – domestic and offshore markets – Euromarkets – Interest rates in the global money market – An overview of money market instruments.

Structure of the foreign exchange market – Mechanics of currency trading – Exchange rate quotations - Exchange rate regimes in India.

## **UNIT - III**

**(10 Hours)**

Forward contracts: Concept, terms and conditions -Futures contract: Major features, trading process (currency futures) –Futures price and expected spot prices.

Currency options - Elementary option strategies - Exchange rate – Exchange rate determination: Purchasing power parity theory.

## **UNIT - IV**

**(10 Hours)**

Management of transactions exposure: Using the forward markets, invoice currency – Hedging with currency options –Hedging with currency futures – Internal hedging strategies.

Managing economic (operating exposure) exposure: Market selection, pricing, product and promotional strategy - Financial Swaps: Interest rate swaps and currency swaps.

## **UNIT - V**

**(10 Hours)**

Short-term financial management in an MNC: Investing surplus funds –financing short-term deficits – Centralised versus decentralised cash management.

Long-term borrowing in the global financial markets: Major market segments (Bonds, Syndicated credits, Medium term notes & Committed Underwritten facilities), Equity financing in the international markets – The international financing decision.

### **TEXT BOOK:**

1. *Apte P G.* 2009. **International Financial Management.** [Seventh Edition]. Tata McGraw Hill, New Delhi. (For Unit I, II, III, IV & V).
2. *Alan C. Shapiro.* 1998. **Multinational Financial Management.** [Fourth Edition]. Prentice-Hall of India, New Delhi. (For Unit IV).

### **REFERENCE BOOKS:**

1. *Maurice D. Levi.* 1996. **International Finance: The markets and financial management of multinational business.** [Third Edition]. McGraw Hill.
2. *Adrian Buckley.* 2003. **Multinational Finance.** [Fifth Edition]. Prentice-Hall.
3. *Ian Giddy.* 1993. **Global Financial Markets.** [Fifth Edition]. South-Western College Publishers.

## **18MBAH01 – HUMAN RESOURCE TRAINING AND DEVELOPMENT**

### **Human Resource Training and Development – Course Objectives**

This course aims to help the students in understanding the basic concepts of Training process, its importance and Role of managers and the strategies focusing on Training needs of an organization and evaluating the learning process and outcomes on the areas which are to be focused. Further, it offers the students in analyzing the costing of a training programme to enhance their business activities. Also, it focuses on training methods to be implemented based on the managerial areas of development and career plan.

### **Learning Outcomes**

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

1. To familiarize with the basic concept of Training , Importance and Role of managers and their Contributions and identifying the fundamentals of Training and Development in HRM.
2. To Discuss the Organizational Constraints and Training design modules and implementation and get a clear understanding on its training needs.
3. Analyze the Importance and Find out Techniques and evaluate the cost of a Training Programme.
4. The students can better understand the methods of Training in an Organization which helps them in achieving the Training needs in their upcoming business career.
5. Comprehend the concept of Training and Development to various business environments that fosters to Management developmental activities of the business to enrich their career goals.

<b>Unit</b>	<b>Unit Title</b>	<b>Intended Learning Chapters (K1-Knowledge Level) K2- Understanding Level)</b>	<b>At the end of the first semester, students studying Human Resource Training and Development will be expected...</b>
1	Training- Structure, process&Development Strategies	Training: An Overview – Role of Training in Organizations – Structure of Training Organizations – Training Process Model – Forces Influencing the Workplace and Training –Learning Theories & Training – The Trainer: Roles and Competencies of Trainers - Emerging Training & Development Practices – Business Strategy and Training – Strategies for Effective HR Training & Development.	To explain the Fundamentals of training in an Organization by adopting strategies to develop the business goal.

2	TNA & Training design theories	Training Needs Analysis – Why, When and Where to look for performance discrepancies – Framework for conducting TNA, Outcomes of TNA, Approaches to TNA, Needs Assessment Techniques - Training Design: Organizational/Environmental constraints – Training Objectives – Facilitation of Learning – Training Design Process – Key Factors in Designing – Training Design Theories.	To focus on the Training Need analysis, its constraints and Training design to implement them in their day to day managerial activities in different Organizational contexts.
3	Training Evaluation and ROI	Training Evaluation: Rationale for Evaluation – Training outcomes – Training Evaluation Design Issues – Types of Evaluation Techniques & Instruments – Costing Training Programmes – Measuring ROI of Training Programmes.	To analyze the Training evaluation techniques that can help them in handling the cost of the training programme.
4	Training Methods & Key Areas of Organizational Training	Training Methods: Matching Training Methods with Outcomes – Lectures & Demonstrations, Computer-based Training, Games & Simulations, On-the-Job Training – Audiovisual Enhancements to Training – Training Facilities – Key Areas of Organizational Training: Orientation Training, Diversity Training, Team Training, and other Training Programmes & Issues – Impact of Technology on Training – Choosing a Training Method – Training of Special Groups.	To focus on the training methods thereby analyzing the effective training method to be adopted for a successful business concern.
5	Management Development	Management Development – Training vs. Development – Importance of Management Development – Management Development Implications – Approaches for Management Development – Strategies for Development of Technical Managers, Executives and Future Executives.	To explain the Management Development strategies and approaches and its implications on the future HR business career.

Reference Books:

1. Agochiya: Every Tariner's Handbook, Sage Publications.
2. Graig. R.L. : Training and Development Handbook, McGraw Hill international
3. Lynton and Pareek, Training for Organisational Transformation, Sage Publications.
4. Dayal. I: Management Training in Organisation, Prentice Hall of India
5. Kirpatrick.D.L. : Evaluating Training Programmes, Berret-Koehler, San Francisco.



## **18MBAH02 – HUMAN RESOURCES INFORMATION SYSTEM**

### **Course Objectives:**

- 1) The purpose of this course is to expose the student to the basic concepts of HRIS and how Software's aid HR managers in today's business firms.
- 2) To know about the interface between HR and Technology
- 3) To understand about how technology helps in job analysis and HRIS Environment
- 4) Learn about the online recruitment and its impact, also in knowing about the selection tests and the technology issues in selection
- 5) To know about the future of HRIS and its usefulness

### **UNIT I:**

Human Resource Information System - Meaning and Definition - Importance - Role of IT in HRM - IT for HR Managers - Concept, Structure, & Mechanisms of HRIS - Overview of Software Packages for Human Resource Information System including ERP Software such as SAP, Oracles Financials and Ramco's Marshal [only data input, output & screens]

### **UNIT II:**

The Role of Information Technology: Database Concepts and Applications in Human Resource Information Systems - Interface between HR and Technology - E-HRM and HRIS - System Development Process for an HRIS, The Systems Development Life Cycle.

### **UNIT III:**

HR Administration and Human Resource Information Systems: Technology Support for Job Analysis - Approaches and Techniques - HRIS Applications - HRIS Environment and Other Aspects of HR Administration - Organizing Approaches.

### **UNIT IV:**

Recruitment and Selection in an Internet Context: Recruitment and Technology - Online Recruitment and its impact - Attributes of Recruiting through Web Site - Recruitment Strategies and Social Networking – Relationship between e-Recruiting and HRIS. Selection and Technology: Selection Tests and Assessments – importance - Technology Issues in Selection - Training and Development: Strategic Implications and Learning.

**UNIT V:**

The Future of Human Resource Information Systems: Emerging Trends in HRM and IT: Future Trends in HRM - Future Trends in HRIS- Bring Own Device - Software as a Service (SaaS) and the Cloud - Social Networking - Enterprise Portals - Open-Source Software - Evolving HRIS Technology Strategy - HRIS and Small Businesses – Other Future Trends in Workforce Technologies.

**Course Outcomes:** After completing the course students will be able to understand and explain

Unit	Course Chapters	Course Outcome (CO)	Bloom's Taxonomy- Knowledge Level
1	Human Resource Information System - Meaning and Definition - Importance - Role of IT in HRM - IT for HR Managers - Concept, Structure, & Mechanisms of HRIS - Overview of Software Packages for Human Resource Information System including ERP Software such as SAP, Oracles Financials and Ramco's Marshal [only data input, output & screens]	CO1: Understanding the concepts of HRIS, how software helps HR Managers and ERP Software	<ul style="list-style-type: none"><li>• Understanding ( K 2)</li><li>• Remembering ( K1)</li></ul>
2	The Role of Information Technology: Database Concepts and Applications in Human Resource Information Systems - Interface between HR and Technology - E-HRM and HRIS - System Development Process for an HRIS, The Systems Development Life Cycle	CO2: Integrating how technology aids the workflow in HR	<ul style="list-style-type: none"><li>• Analyzing (K4)</li></ul>
3	The Role of Information Technology: Database Concepts and Applications in Human Resource Information Systems - Interface between HR and Technology - E-HRM and HRIS - System Development Process for an HRIS, The Systems Development Life Cycle	CO3: How technology is applied in job analysis	<ul style="list-style-type: none"><li>• Analyzing (K4)</li></ul>
4	Recruitment and Selection in an Internet Context: Recruitment and Technology - Online Recruitment and its impact - Attributes of Recruiting through Web Site -	CO4: How e-recruitment can be integrated with HRIS and to analyze the technology issues in	<ul style="list-style-type: none"><li>• Analyzing (K4)</li></ul>

	Recruitment Strategies and Social Networking – Relationship between e-Recruiting and HRIS. Selection and Technology: Selection Tests and Assessments – importance - Technology Issues in Selection - Training and Development: Strategic Implications and Learning	selection	
5	The Future of Human Resource Information Systems: Emerging Trends in HRM and IT: Future Trends in HRM - Future Trends in HRIS- Bring Own Device - Software as a Service (SaaS) and the Cloud - Social Networking - Enterprise Portals - Open-Source Software - Evolving HRIS Technology Strategy - HRIS and Small Businesses – Other Future Trends in Workforce Technologies	CO5: Understanding how software can be used as a service, how HRIS can be applied into the SME's development	<ul style="list-style-type: none"> <li>• Understanding (K2)</li> <li>• Analyzing (K4)</li> </ul>

<b>Employable Skills</b>	<b>Measuring Tools</b>
Ability to identify and apply the knowledge of subject practically in real life situations	<b>Case Study Discussions</b> <b>Workshop</b> <b>Training Programs</b> <b>Classroom Discussions</b>

**Reference Books**

- 1) Michael Armstrong, A Handbook of Human Resource Management Practice, Kogan Page
- 2) Gueutal & Stone, The Brave New World of her, Jossey - Bass, 2005
- 3) Monk & Wagner, Concepts in Enterprise Resource Planning, Thomson, 2006.
- 4) Michael J. Kavanagh, Mohan Thite, Richard D. Johnson. Human Resource Information Systems - Sage Publication, Third Edition.
- 5) James A.O'Brien, Management Information Systems –Tata Mcgraw-Hill Edition, Eighth Edition, 2004.

## **18MBAH03 – INTERNATIONAL HUMAN RESOURCES MANAGEMENT**

### **Course Objectives:**

- 1) The purpose of this course is to expose the student to the basic concepts of International Human Resource management in order to aid the student in understanding how an International organization functions, and in understanding the complexity and wide variety of issues HR managers face in today's business firms.
- 2) To Discuss the various concepts like how international recruitment functions works, approaches to multinational staffing decisions are made and also about their international selection
- 3) To understand about the international compensation and international assignees and their forms of compensation
- 4) Learn about the various types of training gives to the employees who go abroad
- 5) To know about the issues and constraints prevailing in international assignments and work

### **UNIT I:**

Introduction to IHRM - Definition- Importance –Development of IHRM- IHRM and Domestic HRM - Models of IHRM- IHRM Strategies - Barriers in effective global HRM.

### **UNIT II:**

International Workforce Planning and Staffing: International labour Market - International Recruitment function; cross-national advertising, e-recruitment; International staffing choice - approaches to multinational staffing decisions - Selection criteria and techniques - interviews for international selection - international staffing issues.

### **UNIT III:**

International Compensation and International Employment Laws: International compensation and International Assignees - Forms of compensation - Key components of International Compensation - Approaches to international compensation - Emerging issues in compensation Management.

### **UNIT IV:**

Developing Global Mindset: Global Leadership - Cross cultural context and International assignees - Training & Development of International Staff - Types of expatriate training, sensitivity training - Career Development - Repatriate Training - Developing International Staff and Multinational Teams - Knowledge Transfer in Multinational

Companies.

**UNIT V:**

Performance Management: Performance Management and MNE, Constraints in goal attainment, performance management cycle, Performance Management of International Assignees, third and host country employees, issues and challenges in international performance management, country specific performance management practices

**Course Outcomes:** After completing the course student will be able to understand and explain

Unit	Course Chapters	Course Outcome (CO)	Bloom's Taxonomy
1	Introduction to IHRM - Definition- Importance –Development of IHRM- IHRM and Domestic HRM - Models of IHRM- IHRM Strategies - Barriers in effective global HRM	CO1: Understanding the concepts of IHRM, IHRM Strategies and their barriers	<ul style="list-style-type: none"> <li>• Understanding ( K 2)</li> <li>• Remembering ( K1)</li> </ul>
2	International Workforce Planning and Staffing: International labour Market - International Recruitment function; cross-national advertising, e-recruitment; International staffing choice - approaches to multinational staffing decisions - Selection criteria and techniques - interviews for international selection - international staffing issues	CO2: understand the International recruitment function and using the techniques for interview in international selection	<ul style="list-style-type: none"> <li>• Understanding (K2)</li> <li>• Applying (K3)</li> </ul>
3	International Compensation and International Employment Laws: International compensation and International Assignees - Forms of compensation - Key components of International Compensation - Approaches to international compensation - Emerging issues in compensation Management	CO3: Analyzing the International compensation issues and international employment laws	<ul style="list-style-type: none"> <li>• Analyzing (K4)</li> </ul>
4	Developing Global Mindset: Global Leadership - Cross cultural context and International assignees - Training & Development of International Staff - Types of expatriate training, sensitivity training - Career Development - Repatriate Training - Developing International Staff and Multinational Teams - Knowledge Transfer in Multinational Companies	CO4: Developing Cross cultural context and International assignees, International staff and multinational teams	<ul style="list-style-type: none"> <li>• Making (K6)</li> </ul>

5	Performance Management: Performance Management and MNE, Constraints in goal attainment, performance management cycle, Performance Management of International Assignees, third and host country employees, issues and challenges in international performance management, country specific performance management practices	CO5: Understanding Constraints in Goal, also issues and challenges in international performance management	<ul style="list-style-type: none"> <li>Understanding (K2)</li> </ul>
---	---	--	--

<b>Employable Skills</b>	<b>Measuring Tools</b>
Ability to identify and apply the knowledge of subject practically in real life situations	<b>Case Study Discussions</b> <b>Workshop</b> <b>Training Programs</b> <b>Classroom Discussions</b>

### **Reference Books**

1. Nilanjan Sengupta, Mousumi S Bhattacharya, International Human Resource Management, Excel Books, First Edition 2007.
2. Monir H. Tayeb, International Human Resource Management, Oxford University Press, 2005.
3. Peter J. Dowling, Denise E. Welch, International Human Resource Management, South Western Cengage Learning, Fourth Edition.
4. Michael J. Kavanagh, Mohan Thite, Richard D. Johnson, Human Resource Information Systems: Basics, Applications, and Future Directions: Basics, Applications, and Future Directions, SAGE, 2011.
5. Rao. P.L., International Human Resource Management: Text and Cases, Excel Books, Reprint
6. Dennis Briscoe, Randall Schuler, Ibraiz Tarique, Taylor & Francis, International Human Resource Management: Policies and Practices, 2012.

## 18MBAP01- SUPPLY CHAIN MANAGEMENT

### **Course objective:**

To examine the strategic role of logistics and supply chain management tools, elements and techniques which help a firm sustain its competitive advantage position.

### **Learning outcomes:**

To develop a sound understanding of the various components and important role of supply chain management in today's business environment.

To have an understanding of management skills such as purchase planning, suppliers management, negotiating and the knowledge of legal aspects.

To understand how managers, take decisions strategic, tactical, and operations and how they are taken in manufacturing scheduling, warehousing management and storekeeping.

To describe and explain role and importance of logilstics, facilities, management and channels of distribution.

To have an understanding of modern practices and technology in supply chain management both at national and international level.

UNIT	Unit title	Intended learning chapters (k1-knowledge level) (k2-understanding level)	level	At the end of the semester, students studying supply chain management subject will be able
1	Introduction to supply chain management	Introduction to supply chain management- concept and components of scm- value chain management and customers relations management	K1 K2	To develop a sound understanding of the various components and important role of supply chain management in today business environment
2	Customer focus in SCM	Customer focus in scm-demand planning-make or buy decision-indigenous and global sourcing-	K1 K2	To have an understanding of management skills such as purchase planning, suppliers

		development and management of suppliers-legal aspects of buying-cost management-negotiating for purchasing/sub contracting.		management, negotiation and the knowledge of legal aspects
3	Manufacturing scheduling	Manufacturing scheduling-manufacturing flow system-work flow automation-dynamic optimization-material handling-design and decision-warehousing and storekeeping-strategic of warehousing and storekeeping.	K1 K2	To understand how managers, the decisions, strategies tactical and operations-and how they are taken in manufacturing scheduling, warehouse management and storekeeping
4	Logistics management	Logistics management-role of logistics in scm-integrated logistics management-transportation-design and decision-multi modalism-3 <sup>rd</sup> party logistics-facilities management-(port/airport/ICD's)-channels of distribution-logistics and customer service	K1 K2	To describe and explain role and importance of logistics, facilities, management and channels of distribution
5	Modern practices in supply chain management	Modern practices in supply chain management-role of technology in SCM-organizational issues to implement SCM-international logistics-ocean carrier management-import-export logistics management.	K1 K2	To have an understanding of modern practices and technology in supply chain management both at national and international level.

Reference Books:

1. Christopher, Logistics and Supply Chain Management, Ricahrd Irwin, 1994.
2. Sahay.B.S., Supply Chain Management for Global Competitiveness, Mac Millar, 1999.
3. Donald J.Bowersox and devid J.Closs, Logistical Management, Tata Mc Graw Hill.
4. David Taylor and David Brunt, Manufacturing Operations and Supply Chain Management, Vikas Thomson.
5. John Wiley & Sons, Global Operations and Logistics, New York, 2002.
6. Chopra, Supply Chain Management, 2<sup>nd</sup> Edition – Person.



## **18MBAP02 – TOTAL QUALITY MANAGEMENT**

### **Course Objectives:**

- 1) To enhance students knowledge about quality concepts and to learn the tools and techniques of Total Quality Management so as to design and produce World Class Products
- 2) The idea of this course is to make the students to the fundamentals of system analysis.
- 3) To know about the how decision tables are used and how system flow chart is useful
- 4) To understand about the system development life cycle and also about the operating system usefulness and importance
- 5) Learn about how database and files are designed
- 6) To know about the post implementation and review of software and how software has to be maintained

### **UNIT I:**

Principles of Quality Management: Definitions of Quality – Quality Philosophies of Deming – Crosby and Miller – Service Vs. Product Quality – Customer Focus – Quality and Business Performance - Leadership for Quality Management – Quality Planning – Designing for Quality - Manufacturing for Quality – Vision and Mission Statements and Quality Policy.

### **UNIT II:**

Total Quality Management: Evaluation for TQM - TQM Models – Human and System Components – Continuous Improvement Strategies – Deming Wheel – Internal, External Customer Concept – Customer Satisfaction Index – Customer Retention- Team Work and Team Building – Empowerment – TQM Culture – Quality Circles – KAIZEN – Top Management Commitment and involvement.

### **UNIT III:**

Quality Management Tools for Business Applications: Principles and Applications of Quality Function Development – Failure Mode and Effect Analysis – Taguchi Techniques – Seven old QC Tools – Seven New Management Tools – Statistical Quality Control Techniques (only Theory and no Problems) – Mistake Proofing –Benchmarking – 8D Methodology.

**UNIT IV:**

Quality Imperatives for Business Improvement: Dimensions of Quality - Reliability Prediction Analysis – Total Productive Maintenance – Costs of Quality – Business Process Reengineering – Process Capability Analysis – Quality Assurance and ISO9000 Certification – ISO 9001:2000.

**UNIT V:**

TQM Implementation Strategies: Organizational Structure and Mindset of Individuals – Motivational aspects of TQM – Change Management Strategies – Training for TQM – TQM Road Map – Quality Improvement Index – Six Sigma concept.

**Course Outcomes:** After completing the course students will be able to understand and explain

Unit	Course Chapters	Course Outcome (CO)	Bloom's Taxonomy
1	Principles of Quality Management: Definitions of Quality – Quality Philosophies of Deming – Crosby and Miller – Service Vs. Product Quality – Customer Focus – Quality and Business Performance - Leadership for Quality Management – Quality Planning – Designing for Quality - Manufacturing for Quality – Vision and Mission Statements and Quality Policy	CO1: Understand What is quality and how product quality and focusing on customer is important, designing about quality standards, policy and their vision and mission for quality	<ul style="list-style-type: none"> <li>• Understanding ( K 2)</li> <li>• Devising ( K1)</li> </ul>
2	Total Quality Management: Evaluation for TQM - TQM Models – Human and System Components – Continuous Improvement Strategies – Deming Wheel – Internal, External Customer Concept – Customer Satisfaction Index – Customer Retention- Team Work and Team Building – Empowerment – TQM Culture – Quality Circles – KAIZEN – Top Management Commitment and involvement	CO2: how human and system components are operated for the continuous improvement strategies for quality management and customer satisfaction and retention strategies, also using team work for working towards top management involvement which will help them in determining KAIZEN	<ul style="list-style-type: none"> <li>• Analyzing (K4)</li> <li>• Applying (K3)</li> </ul>
	Quality Management Tools for Business Applications: Principles and Applications of Quality Function	CO3: How to plan, create, test and implement applications for quality	<ul style="list-style-type: none"> <li>• Analyzing (K4)</li> </ul>

3	Development – Failure Mode and Effect Analysis – Taguchi Techniques – Seven old QC Tools – Seven New Management Tools – Statistical Quality Control Techniques (only Theory and no Problems) – Mistake Proofing – Benchmarking – 8D Methodology	function development and failure mode effect analysis, also they will learn about adapting and devising seven new management tools with mistake proofing techniques	<ul style="list-style-type: none"> <li>• Create (K6)</li> </ul>
4	Quality Imperatives for Business Improvement: Dimensions of Quality - Reliability Prediction Analysis – Total Productive Maintenance – Costs of Quality – Business Process Reengineering – Process Capability Analysis – Quality Assurance and ISO9000 Certification – ISO 9001:2000	CO4: How reliability prediction analysis will help them in adapting proper productive maintenance and costs of quality and how quality assurance and ISO9000 standards will help them composing new innovative ideas	<ul style="list-style-type: none"> <li>• Create (K6)</li> </ul>
5	TQM Implementation Strategies: Organizational Structure and Mindset of Individuals – Motivational aspects of TQM – Change Management Strategies – Training for TQM – TQM Road Map – Quality Improvement Index – Six Sigma concept	CO5: Understanding the organizational structure and mindset of the individuals and creating and implementing new management strategies which help them improve quality improvement index	<ul style="list-style-type: none"> <li>• Understanding (K2)</li> <li>• Applying (K3)</li> </ul>

<b>Employable Skills</b>	<b>Measuring Tools</b>
Ability to identify and apply the knowledge of subject practically in real life situations	<b>Case Study Discussions Workshop Training Programs Classroom Discussions</b>

Reference Books:

1. Dale H.Besterfield et al, Total Quality Management, Pearson Education.
2. Jain.P.L., Quality Control and Total Quality Management, Tata McGraw Hill.
3. Poornima M.Charantimath, Total Quality Management, Pearson Education.

## **18MBAP03 – INTEGRATED MATERIALS MANAGEMENT**

### **Course Objectives**

- Exposing the students to the basic concepts in Material Management.
- Teaching the students on the aspects of purchase planning and purchase process.
- Imparting the students about the significance of storage and various methods of storage.
- Providing students about the information and exercises related to the various aspects of inventory control.
- Providing information and exercises on material handling and logistics and supply chain management.

### **Course Outcomes**

The student will be able to

1. Use the basic concepts in Material Management for better materials handling activities.
2. Carry out purchase planning and purchase process for industrial organizations.
3. Adopt right methods of storage when they work in such activities.
4. Use the information and exercises related to the various aspects of inventory control.
5. Use information and exercises on material handling and logistics and supply chain management.

### **UNIT I:**

Materials Management – Meaning – Need and Importance – Functional areas of materials management – Material planning – Budgeting – Modern developments in materials management – Applications.

### **UNIT II:**

Purchasing – Planning – Letter of Intent – Vendor selection – Sources of supply – Vendor rating techniques – Purchase process – Tender and quotation – Quality control in purchase – Transportation management – Procedure for foreign purchase – JIT system.

**UNIT III:**

Materials receipt – Storage – Stores management – Stores system and Equipments – Stores records – Standardization and Codification – KANBAN – Warehouse management – Inventory control – Models – Deterministic and probabilistic models – Probabilistic model – Problems and techniques.

**UNIT IV:**

Inventory control – Deterministic model – EOQ models – Inventory systems – Reorder level – Inventory control methods – ABC analysis.

**UNIT V:**

Materials handling – Importance – Equipment – Obsolete and waste management – Materials insurance – Logistics and supply chain management – Fundamentals.

**Reference Books:**

1. Gopalakrishnan, Integrated Materials Management, Tata McGraw Hill.
2. Chase, Aquitano, Jacobs, Production and Operations Management: Manufacturing and Services, Tata McGraw Hill.

## **18MBAEDC2 – ENTREPRENEURSHIP**

### **Course Objectives:**

- 1) To Understand the requisites of a successful Entrepreneur.
- 2) To analyze the factors that shape Entrepreneurial Environment.
- 3) To identify and appraisal a feasible Project.
- 4) To examine the role and functions of lending institutions and support institutions for Entrepreneur.
- 5) To discuss about Government Policy and Industrial Sickness in Small Scale Enterprises.

### **UNIT I:**

Concept of Entrepreneur and Entrepreneurship – Major Entrepreneurial Competencies – Qualities of Successful Entrepreneur - Types of Entrepreneur – Knowledge and Skills required for Entrepreneur – Women Entrepreneur – Growth of Entrepreneurship in India.

### **UNIT II:**

Entrepreneurial Environment – Economic and Non Economic Factors – Entrepreneurial Motivation – Need, Objectives, Contents, Phases and Evaluation of EDPs.

### **UNIT III:**

Project Identification and Selection – Project Formulation – Significance, Contents and formulation of a Project Report – Project Appraisal – Methods of Project Appraisal.

### **UNIT IV:**

Institutional Finance – Term Lending Institutions – Commercial Banks – State Finance Corporations – TIIC – Technical Support Small Industries Development Bank of India (SIDBI), Small Industries Service Institute (SISI), District Industries Centre (DIC), SIDCO, SIPCOT and ITCOT.

#### **UNIT V:**

Government Policy for Small Scale Enterprises - Growth Strategies - Product Launching - Monitoring and Evaluation of Small Business – Industrial Sickness – Causes & Consequences – Preventing Sickness.

#### **Course Outcomes:**

- 1) Acquire the knowledge and skills required for a Entrepreneur.
- 2) Assess the various factors that exist in Entrepreneurial Environment.
- 3) Evaluate and organize a good Project.
- 4) Describe the role and functions of Institutional Finance and Institutional Support.
- 5) Monitor the Government Policy and Curb Industrial Sickness.

#### **Text Book:**

- S.S.Khanka, Entrepreneurial Development, S.Chand and Company Limited, New Delhi.

#### **Reference Books:**

1. Prasanna Chandra, Project Planning, Analysis, Selection Implementation & Review, Tata Mc Graw Publications.
2. Jain.P.C., Hand Book for New Entrepreneur, Oxford University Press, New Delhi.
3. Hisrich, Entrepreneurship, Tata Mc Graw Hill, New Delhi.

## **18MBA14-STRATEGIC MANAGEMENT**

### **Objectives:**

To expose students to various perspectives and concepts in the field of strategic management.

The course would enable the students to understand the principles of strategy formulation, implementation and control in organisations.

To help students develop skills for applying these concepts to the solution of business problems.

To help students master the analytical tools of strategic management.

The course would enable the students to appraise the resource and capabilities of the firm in terms of their ability to conger sustainable competitive advantages and formulate strategies that leverage a firms core competencies.

### **Learning outcome**

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

- To know the meaning, various concepts various and the process of strategic management.
- To understand the various components of an organisations external and internal environments. And also to understand the various tools of environmental analysis.
- To describe and classify the various types of grand strategic and the business level stragegies.
- To describe and classify the various types of grand strategies and the business level strategies.
- To describe and explain the various tools used for strategic choice analysis.
- To understand and explain the way of implementing formulated strategies and methods of evaluation and control.



Syllabus units and expected outcome

Unit	Unit title	Intended learning chapters (k1-knowledge level) (k2-understanding level)	level	At the end of the fourth semester, students studying strategic management will be able.....
1	Introduction to strategy:	Strategy: meaning and definition-differences between policy, strategy and tactics-levels of strategy-strategic management: meaning-importance-benefits-process of strategic management-strategies and their role in strategic management.	K1 K2	To know the meaning various concepts and the process of strategic management.
2.	Strategy formulation	Strategy formulation: vision and mission statements-goals and objectives-external environments:market-technological-suppliers-economc-regulatory-political-socio-cultural-and international environment-techniques of environment analysis-internal competencies and resources; organizational capability profile-strategic advantage profile-value chain analysis	K1 K2	To understand the various components of an organizations external and internal environments. And also to understand the various tools of environment analysis.
3	Strategy alternatives	Strategy alternatives: corporate level strategies-grand strategies-stability-expansion-retrenchment-combination-business level strategies-porters generic business strategies	K1 K2	To describe and classify the various types of grand strategies and the business level strategies
4	Strategic analysis and choice	Strategic analysis and choice: corporate level strategic analysis-boson consulting group(BCG) matrix-general electric nine cell matrix-swot analysis-business level strategic analysis-Michael porters five force model-mc Kinsley's 7s framework	K1 K2	To describe and explain the various tools used for strategic choice analysis

5	Strategy implementation and evaluation	Strategy implementation and evaluation: project and procedural implementation-resources allocation-structural-behavioral-functional and operational implementation-strategic evaluation and control- skills for strategies: problems solving and decision makes skills-forward planning and strategic thinking skills-leadership skills.	K1 K2	To understand and explain the ways of implementing formulated strategies and methods of evaluation and control.
---	--	--	----------	---

Reference Books:

1. Charles W.L.Hill and Gareth R. Jones, Strategic Management Theory: An Integrated Approach, Houghton Mifflin Company, Princeton New Jersey, All India Publishers and Distributors.
2. Thomas L. Wheelen and J. David Hunger, Concepts of Strategic Management and Business Policy, Pearson Education.
3. Azhar Kazmi, Business Policy and Strategic Management, Tata McGraw Hill Publishing Company Ltd.
4. A Nag, Strategic Management, Vikas Publishing House Pvt. Ltd

## **18MBA15 – ENTREPRENEURSHIP**

### **Course Objectives:**

- 1) To Understand the requisites of a successful Entrepreneur.
- 2) To analyze the factors that shape Entrepreneurial Environment.
- 3) To identify and appraisal a feasible Project.
- 4) To examine the role and functions of lending institutions and support institutions for Entrepreneur.
- 5) To discuss about Government Policy and Industrial Sickness in Small Scale Enterprises.

### **UNIT I:**

Concept of Entrepreneur and Entrepreneurship – Major Entrepreneurial Competencies – Qualities of Successful Entrepreneur - Types of Entrepreneur – Knowledge and Skills required for Entrepreneur – Women Entrepreneur – Growth of Entrepreneurship in India.

### **UNIT II:**

Entrepreneurial Environment – Economic and Non Economic Factors – Entrepreneurial Motivation – Need, Objectives, Contents, Phases and Evaluation of EDPs.

### **UNIT III:**

Project Identification and Selection – Project Formulation – Significance, Contents and formulation of a Project Report – Project Appraisal – Methods of Project Appraisal.

### **UNIT IV:**

Institutional Finance – Term Lending Institutions – Commercial Banks – State Finance Corporations – TIIC – Technical Support Small Industries Development Bank of India (SIDBI), Small Industries Service Institute (SISI), District Industries Centre (DIC), SIDCO, SIPCOT and ITCOT.

#### **UNIT V:**

Government Policy for Small Scale Enterprises - Growth Strategies - Product Launching - Monitoring and Evaluation of Small Business – Industrial Sickness – Causes & Consequences – Preventing Sickness.

#### **Course Outcomes:**

- 1) Acquire the knowledge and skills required for a Entrepreneur.
- 2) Assess the various factors that exist in Entrepreneurial Environment.
- 3) Evaluate and organize a good Project.
- 4) Describe the role and functions of Institutional Finance and Institutional Support.
- 5) Monitor the Government Policy and Curb Industrial Sickness.

#### **Text Book:**

- S.S.Khanka, Entrepreneurial Development, S.Chand and Company Limited, New Delhi.

#### **Reference Books:**

1. Prasanna Chandra, Project Planning, Analysis, Selection Implementation & Review, Tata Mc Graw Publications.
2. Jain.P.C., Hand Book for New Entrepreneur, Oxford University Press, New Delhi.
3. Hisrich, Entrepreneurship, Tata Mc Graw Hill, New Delhi.

## **18MBAS01 - SYSTEMS MANAGEMENT**

### **Objectives:**

- To understand the fundamentals of system analysis and design and role of system analyst
- To study various system analysis tools and their applications
- To know the approaches for system analysis
- To learn the design aspects of various components of system
- To understand the activities of system implementation and maintenance

### **Expected Outcomes:**

After learning the course the students will be in a position to acquire the following:

- Understanding of fundamentals of system analysis and design and knowing the role of system analyst
- Studying various tool and diagrams for system analysis
- Knowing the different approaches for system analysis like SDLC and Problem solving
- Learning design aspects of various components like input, output, user interface, data base and data entry procedures
- Understanding the system implementation and maintenance related activities

### **UNIT I:**

**Fundamentals of System Analysis and Design:** System Analysis Fundamentals: Role of System Analyst – Organizational Style and its Impact on Information Systems – Analysis and Design Activities – Feasibility Study.

### **UNIT II:**

**Tools of System Analysis:** System Analysis Tools: DFD – Decision Tables – Warnier Orr Diagrams – HIPO Charts – Process Flow Charts – System Flow Chart.

### **UNIT III:**

**Approaches of System Analysis:** System Analysis: System Development Life Cycle – Information Gathering – Problem Solving Approach – Operating System-need, importance and Design

### **UNIT IV:**

**System Design:** Designing Effective Input and Output – Designing Database and Files – Designing User Interface – Designing Accurate Data Entry Procedures.

### **UNIT V:**

**System Implementation:** System Testing - Conversion – Post Implementation and Review – Software Maintenance – Hardware and Software Selection – Security, Disaster and Recovery.

#### Text book:

1. Senn – Analysis & Design of Information Systems, Tata McGraw Hill Education 2<sup>nd</sup> Edition.

#### References Books:

1. Jain.V.K. – System Analysis & Design, Hand Book, Dream Tech Press, 2000.
2. Kendall, System Analysis and Design, Pearson Publication 9<sup>th</sup> Edition 2015.
3. Dennis, Wixom, Roth –System Analysis and Design, Wiley, 6<sup>th</sup> Edition, 2 016.

## **18MBAS02 – BUSINESS APPLICATION SOFTWARE**

### **Course Objectives:**

- 1) The idea of this course is to familiarise students with different kinds of business softwares
- 2) To know about uses of ERP and the modules of it
- 3) To understand SAP, its modules and its development activities using SAP
- 4) Learn about different versions of tally and other financial application softwares
- 5) To know about difference market research softwares, project management softwares and how its being used

### **UNIT I:**

Business Application Software – Objectives – Importance – Areas of Application – Developing Business Application Software – Difference Between Ready to Use and Customer Oriented Softwares.

### **UNIT II:**

ERP – Meaning – Objectives – Uses – Modules – Types – ERP Softwares and Features.

### **UNIT III:**

SAP – Meaning – Objectives – Uses – Modules – Types – SAP Development and Applications – SAP Softwares and Features.

### **UNIT IV:**

Tally – Objectives – Uses – Modules – Version of Tally and its Business Applications – Other Financial Application Softwares.

### **UNIT V:**

Functional Application Softwares – Market research Softwares – Open Access Softwares Project Management Softwares –

Features and Uses of above Softwares

**Course Outcomes:** After completing the course students will be able to understand and explain

<b>Unit</b>	<b>Course Chapters</b>	<b>Course Outcome (CO)</b>	<b>Bloom's Taxonomy- Knowledge Level</b>
1	Business Application Software – Objectives – Importance – Areas of Application – Developing Business Application Software – Difference Between Ready to Use and Customer Oriented Softwares.	CO1: To Understand about the different kinds of business softwares, analyse the difference between ready softwares (Free Downloads) and Custom Made Softwares	<ul style="list-style-type: none"> <li>• Understanding ( K 2)</li> <li>• Remembering ( K1)</li> <li>• Analyzing (K4)</li> </ul>
2	ERP – Meaning – Objectives – Uses – Modules – Types – ERP Softwares and Features	CO2: How ERP Softwares can be implemented in organisations	<ul style="list-style-type: none"> <li>• Applying (K3)</li> </ul>
3	SAP – Meaning – Objectives – Uses – Modules – Types – SAP Development and Applications – SAP Softwares and Features.	CO3: about how SAP is very important for organisations	<ul style="list-style-type: none"> <li>• Understanding ( K 2)</li> <li>• Remembering ( K1)</li> </ul>
4	Tally – Objectives – Uses – Modules – Version of Tally and its Business Applications – Other Financial Application Softwares	CO4: How tally is used and how tally can be used for organisation	<ul style="list-style-type: none"> <li>• Understanding ( K 2)</li> </ul>
5	Functional Application Softwares – Market research Softwares – Open Access Softwares Project Management Softwares – Features and Uses of above Softwares	CO5: Understanding about market research softwares and how its used in testing and monitor market	<ul style="list-style-type: none"> <li>• Understanding (K2)</li> <li>• Evaluate (K5)</li> </ul>



Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Case Study Discussions Workshop Training Programs Classroom Discussions

References Books:

1. Langenwalter, Enterprise Resource Planning and Beyond, G.A. 2000, Boca Raton, FL, St. Lucie Press.
2. ISN.Varma, SAP BASIS, Complete Guide (PDF) Based on SAP R/34.6, [www.stectues.com](http://www.stectues.com)

## 18MBAS03 - E-COMMERCE

### Course Objectives

1. To enable the students to gain knowledge in information systems such as Electronic Commerce and provide a customer specific alternative solution.
2. To limelight on current management issues associated with electronic commerce strategies.
3. Strengthen integrated marketing communication ability for promoting e-commerce business.
4. To understand the contemporary e-commerce environment and Provide an understanding of computer networks architecture, various technologies available to build a network and its threat as well.
5. Aims to foster the knowledge on modern payment gateways and its effective usages.

Unit	Unit Objectives	Content	Outcome
1	Introduction to E-Commerce	Introduction to E-Commerce – Traditional Commerce Vs E-commerce – Economic Forces for E-Commerce – Value Chains – Technology Infrastructure – The Internet and the World Wide Web – Origin and Growth – Internet Protocols – Markup Languages – Internet Connection Options.	Student will be able to understand the difference between traditional commerce and E-commerce. Learn about basic internet and its role on e-commerce
2	Business Strategies for E-Commerce	Business Strategies for E-Commerce – B to B Strategies – Electronic Data Interchange – EDI to E-Commerce – Supply Chain Management – Purchasing, Logistics and Support Activities – Electronic Market Places and Portals – Web Auctions and Related Business.	Student will be able to management issues associated with electronic commerce strategies. Pay the way to modern E-Commerce logistics.
3	Marketing on the Web	Marketing on the Web – Strategies – Communication – Customer Behaviour and Relationship Intensity – Advertising – E-Mail Marketing – CRM – Brands on the Web – Elements – Selling on the Web – Revenue Models – Web Site Usability – Online Trading – E-Banking.	Students will be able to understand the integrated marketing communication for promoting e-commerce business. Will be able to understand the role of advertisement and its impact on brands.
4	Environment of E-Commerce	Environment of E-Commerce – International Nature – Legal Environment – Ethical Issues – E-Commerce Security – Objectives – Protecting Client Computers – Protecting E-Commerce Channels – Protecting the Web Server	Understand the contemporary e-commerce environment and provide an understanding of computer networks architecture. Students will have an awareness about

			protecting their personal details while purchasing.
5	Payment Systems for E-Commerce	Payment Systems for E-Commerce – Payment Cards – E Cash – Electronic Wallets – ATM & Debit Cards – Stored Value Cards – Planning for E-Commerce Initiatives – Managing Implementations.	Will get knowledge on modern payment gateways and its effective usages.

Text book:

1. Pandey.U.S., Saurabh shukla – E commerce and Mobile commerce Technologies, S.Chand, 2007.

References:

1. Janice Rayolds – The Complete E commerce Book: CRC Press, 2<sup>nd</sup> Edition 2004.
2. Tanner Lers Son – E- Commerce Evolved, Create Space Indepent Publishing, 1<sup>st</sup> Edition 2016.
3. Gary P.S. Chinder, Ecommerce: Strategy, Technology and Implementation Engage Publishing, 2007.

## **18MBAM01 - INTERNATIONAL MARKETING MANAGEMENT**

**(K1, K2, K3, K4 and K5 levels)**

### **Course Objectives:**

1. Imparting the basic concepts and theories of international trade & international marketing.
2. Making the students to understand the international groupings and market entry strategies.
3. Exposing the students to exports and imports.
4. Enabling students to understand and appreciate the significance of international institutions related to international trade.
5. Learning the new trends in international marketing especially with India focused discussion on FDI, FPI and foreign trade policy.

### **Course Outcome:**

#### **After completing the course, the students will be able to**

1. Infer and interpret the basic concepts and theories of international trade & international marketing.
2. Examine the vital nature of international groupings and develop better market entry strategies.
3. Analyze the role of exports and imports in international economic growth.
4. Discover the utility and significance of international institutions related to international trade.
5. Estimate the impact of new trends in international marketing especially, with India focused discussion on FDI, FPI and foreign trade policy.

## **CONTENTS**

### **UNIT - I**

**(10 Hours)**

International Marketing/Business: Meaning, advantages, problems. Globalization – Meaning, Drivers - Stages of internationalization – Differences between domestic business and international business, International Orientations.

Theories of International Trade: Mercantilism, Absolute advantage theory by Adam Smith, Comparative Cost Advantage theory by David Ricardo, Relative factor endowments theory by Heckscher-Ohlin, International Product Life Cycle theory by Raymond Vernon and National Competitive Advantage theory by Michael E Porter.

## **UNIT - II**

**(10 Hours)**

International Socio-Cultural environment and other factors in brief - Levels of integration – Trade Blocks: North American Free Trade Agreement (NAFTA), Association of South East Asian Nations (ASEAN), European Union (EU) and The South Asian Association for Regional Cooperation (SAARC).

International market selection & Barriers - International market entry strategies Tariff and Non-tariff Barriers.

## **UNIT - III**

**(10 Hours)**

Challenges in international branding and packaging - International pricing decisions: Factors affecting international pricing - INCO Terms - Transfer pricing – Dumping - Counter trade.

Export procedures and documentation - Import Procedures - Methods of payments.

## **UNIT - IV**

**(10 Hours)**

International institutions: International Monetary Fund (IMF), World Bank group (International Bank for Reconstruction and Development (IBRD) and the International Development Association (IDA) - International Finance Corporation (IFC), Multilateral Investment Guarantee Agency (MIGA) and the International Centre for the Settlement of Investment Disputes (ICSID).

Evolution of General Agreement on Tariff and Trade (GATT) - World Trade Organization (WTO): Origin, objectives, functions, briefly about GATS, TRIPS and TRIMs - Dispute settlement mechanism under WTO.

## **UNIT - V**

**(10 Hours)**

India Focussed discussion on the following topics: Foreign trade Policy 2015-2020 (Chapter 2 & 3 in detail and other chapters in brief). Export promotion: Organizational Structure (Briefly discuss about various organizations).

India's trade: Direction, Composition and Trend - India's current Balance of Trade and Balance of Payments position. Foreign Direct Investment (FDI) and Foreign Portfolio Investment (FPI) investment into India. Emerging opportunities for global business.

### **TEXT BOOK:**

1. *Subba Rao P.* 2008. **International Business: Text and Cases.** [Second Edition]. Himalaya Publishing House, New Delhi. (For Unit I, II, III & IV).
2. *Francis Cherunilam.* 2009. **International Business: Text and Cases.** [Fifth Edition]. PHI Publishing House, New Delhi. (For Unit II, IV & V).
3. *Government of India,* **Foreign Trade Policy 2015-2020.** (For Unit V).
4. *Reserve Bank of India,* **Economic Survey of India 2016-17** or most recent. (For Unit V).

### **REFERENCE BOOKS:**

1. *Arvind V. Phatak., Rabi S. Bhagatand and Roger J. Kashlak.* 2010. **International Management: Managing in a diverse and dynamic global environment.** [Second Edition] Tata McGraw Hill, New Delhi.
2. *Charles W L Hill and Arun K Jain.* 2014. **International Business: Competing in the Global Market Place.** [Tenth Edition]. Tata McGraw Hill, New Delhi.
3. *Bhalla, V.K. and Shiva Ramu, S.* 2010. **International Business: Environment and Management.** [Thirteenth Edition]. Anmol Publications Pvt. Ltd., New Delhi.
4. *John D. Daniels., Lee H. Radebaugh and Daniel P. Sullivan.* 2012. **International Business: Environment and Operations.** [Fourteenth Edition]. Pearson Education, New Delhi.

**18MBAM02 – SERVICES MARKETING**

**Objectives:**

1. Equip the students with complete understanding of the concepts, models and strategies important to service organizations.
2. The course will examine marketing in service organizations and the issues that arise from the differences between the marketing of tangible products and the marketing of services
3. The course also provides an in depth appreciation and understanding of the unique challenges inherent in managing and delivering quality services.
4. To exhibit the role of physical evidence in service delivery and what constitutes an effective service environment.
5. To construct a detailed marketing mix and service blueprint for the different services sector.

<b>Unit</b>	<b>Unit Objectives</b>	<b>Content</b>	<b>Outcome</b>
1	Demonstrate an extended understanding of the similarities and differences in service-based and physical product based marketing activities	Services: Definition – Product Vs Services – Special Characteristics – Classification of Services – Reasons for the Growth of Services Sector – Services Marketing Triangle: Internal Marketing – External Marketing – Interactive Marketing – Role of Technology in Services Marketing – Challenges and Issues in Service Marketing.	Discuss the role and importance of the service sector in the global economy  Students will acquire a sound understanding on differences between services and physical goods and to learn how these differences translate into strategic direction
2	To facilitate integrative knowledge of marketing issues associated with service productivity, perceived quality, customer satisfaction and retention	Classification of Services - Services Quality – Definition of Quality – Developing Service Quality – Quality Standards – Bench Marking – PZB Model of SERVQUAL: Quality Gaps – Gaps Closing Strategies.	Understand what quality means in service delivery. Analyse how perceptions of service quality are developed by customers. Understand how service customers determine value in a service

			exchange and how this translates into a satisfied customer base.
3	To foster them to Prepare, communicate and justify strategic marketing mixes for service-based organisations	Services Marketing Mix Elements: 7s Ps - Service Products – Service Life Cycle Strategies – New Service Development – Service Differentiation Strategies – Positioning Strategies – Pricing for Services: Objectives of Pricing – Price Terminologies – Pricing Strategies.	Identify drivers of competitive advantage in service businesses and understand how "service" can be a competitive advantage in managing organizations.
4	Make them to aware of alternative service delivery systems and IMC as well. Explain service blueprinting, the integration of new technologies, and other key issues facing today's customer service providers Explain the role and unique challenges of people in services	Service Distribution Difficulties and Strategies - Promoting the Services – Promotional mix – Media choice and selection – Integrated Marketing Communications - People and services – The role of employees in services marketing – Process strategies: Service Blue Print – Physical evidence strategies.	Discuss the role of physical evidence in service delivery and can decide what constitutes an effective service environment  Frame the role of customers and employees in service delivery, customer satisfaction and service recovery
5	Focuses on service design, and service innovation, with the aim of developing empathy for customers and understanding the customer experience.	Services Marketing – 7 Ps: Banks – Insurance – Transport – Telecommunication – Hospitals – Hotels – Tourism Industry – Consultancy – Legal services – BPO & KPOP - Advertising agencies – IT Enabled services – Personal services	Apply their innovations and customer friendly service strategies in different service sectors.

Reference Books:

1. Helen Woodruffe, Services Marketing
2. Jha S.M, Services Marketing
3. Adrian Payne. L, The Essence of Services Marketing
4. Mary Ann Pezzullo, Marketing Financial Services
5. Christopher Lovelock, Service Marketing, Pearsons



## 18MBAM03 – BRAND MANAGEMENT

### Course Objectives:

This course aims to give the students a fundamental understanding of how to build, measure, and manage a brand. The students will study brand management from the consumer perspective to highlight the importance of customer perceptions in bringing brands to life and the role of brand knowledge in building brand equity.

### Learning Outcomes:

1. Able to get knowledge on branding Concepts, functions, types and its corresponding significance.
2. Appraise the key issues in managing a brand portfolio and making strategic brand decisions.
3. Evaluate the brand communication strategies across the overall organizational context and analyze how it can help to tapping the potential market.
4. Design and justify brand extension related decisions.
5. Analyse and discuss contemporary brand related problems and appropriate strategies and initiatives for its performance.

Unit	Unit Objectives	Content	Outcome
1	Understanding of Brands	Basics Understanding of Brands – Definitions - Branding Concepts – Functions of Brand Significance of Brands – Different types of Brands – Co branding – Store Brands	Able to explain the meaning, functions and significance of brands
2	Brand Strategies	Strategic Brand Management Process – Building a Strong Brand – Brand Positioning – Establishing brand values – Brand Vision – Brand Elements – Branding for Global Markets – Competing with foreign brands	Explain the brand management Process. Evaluate the brand influencing factors across the overall organizational context.
3	Brand Communications	Brand Image Building – Brand Loyalty Programmes – Brand Promotion Methods – Role of Brand ambassadors, celebrities – On line Brand promotions.	Able to find the different methods of brand promotion. Explain the role of communication and ambassadors in brand promotion.
4	Brand Extension	Brand Adoption Practices – Different type of Brand Extension – Factors Influencing Decision for Extension – Re-Branding	Explain the key factors influencing Decision for brand, Extension and

		and Re-launching	rebranding.
5	Brand Performance	Measuring Brand Performance – Brand Equity Management – Global Branding Strategies – Brand Audit – Brand Equity Measurement – Brand Leverage – Role of Brand Managers – Branding Challenges & Opportunities	Analyse and discuss contemporary brand related issues and develop appropriate strategies and performance.

Text Books:

1. Kevin Lane Keller, Strategic Brand Management: Building; Measuring and Managing, Prentice Hall, 3<sup>rd</sup> Edition, 2007.
2. Moorthi YLR, Brand Management – I edition, Vikas Publishing House 2012

## 18MBAL1 –MANAGEMENT INFORMATION SYSTEM & LAB

The course provides a foundation in the theory and practical applications of information systems with an Organization. Managing, analyzing, designing and implementing through available data will be the focus of the course.

**Course Objectives:** Completing this course will enable the students to ;

1. Work on fundamentals of Business Application Software's such as MS office etc.,
2. Recognize how information system support business strategy, business processes, and fundamentals of computer applications which demands by an organization.
3. Interrelate how business functional areas can improvise their business decisions and to sustain competitive advantage.
4. Understand how the Internet and World Wide Web provide a global platform for business mobility and communications,, collaboration, and payment gateways.
5. Combine their analytical thinking by working on different functional software packages and can be interpreting the data for solving ongoing MIS Challenges.

<b>Unit</b>	<b>Unit Title</b>	<b>Intended learning chapters</b>	<b>At the end of the fourth semester, students studying MIS can able to,</b>
1	Introduction to Computers	Introduction to Computers - Data & Information - Classification - Fundamental Roles of IS - Components - Resources - Types - Information Resources Management.	Able to explain how information systems support business strategy and business processes.
2	Information Systems	Information Systems - Functional Areas - Marketing, Production, Finance, Personnel Management - Information System Levels	Understand the role of information systems in business functional areas.

		– DSS, EIS, ES – Comparison, Managing Global Information System	
3	Introduction to Internet	Introduction to Internet - Search Engines – Email – Electronic Communication System – E-Commerce – Applications – Electronic Payment System - Business Decisions using Online.	Understand how the Internet and World Wide Web provide a global platform for business mobility.
4	Business Application Software	Business Application Software – Office Application – Word – Spread Sheet – Power Point and Access (Practical).	Work on basic Business Application Software's such as MS office etc.,
5	Management Application Packages	Business and Management Application Packages – Research Analysis Packages – SPSS etc. – Accounting Packages – Tally etc. – Marketing Packages – Production Packages – HR Packages (Practical)..	Work and interpreting the data by using Management Application Packages, Research Analysis Packages, Accounting Packages, Marketing Packages, Production Packages, HR Packages for solving ongoing MIS challenges

Reference Books:

1. Gordon B.Davis – Management Information System: Conceptual Foundation, Structure and Development, Mc Graw Hill.
2. James A O'Brien, Management Information Systems, A Managerial user

Note:

The subject is practical in nature with 25 marks for internal and 75 marks for external practical's with internal and external examiner.