PROGRAMME EDUCATIONAL OBJECTIVES (PEOs):

MBA programme curriculum is designed to prepare the post graduate students

I. To have a thorough understanding of the core aspects of the business.
II. To provide the learners with the management tools to identify, analyze and create business opportunities as well as solve business problems.
III. To prepare them to have a holistic approach towards management functions.
IV. To motivate them for continuous learning.
V. To inspire and make them practice ethical standards in business.

PROGRAMME OUTCOMES (POs):

On successful completion of the programme,

1. Ability to apply the business acumen gained in practice.
2. Ability to understand and solve managerial issues.
3. Ability to communicate and negotiate effectively, to achieve organizational and individual goals.
4. Ability to upgrade their professional and managerial skills in their workplace.
5. Ability to explore and reflect about managerial challenges, develop informed managerial decisions in a dynamically unstable environment.
6. Ability to take up challenging assignments.
7. Ability to understand one’s own ability to set achievable targets and complete them.
8. Ability to pursue lifelong learning.
9. To have a fulfilling business career.
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| SEM 4 | Project Work |  |  |  |  |  |  |  |  |  |

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ANNA UNIVERSITY, CHENNAI  
UNIVERSITY DEPARTMENTS  
REGULATIONS – 2015  
CHOICE BASED CREDIT SYSTEM  
MASTER OF BUSINESS ADMINISTRATION (FULL TIME)  
CURRICULA AND SYLLABI I TO IV SEMESTERS  

SEMESTER - I

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### MASTER OF BUSINESS ADMINISTRATION (PART TIME)
### REGULATIONS – 2015
### CHOICE BASED CREDIT SYSTEM
### CURRICULUM I TO VI SEMESTERS

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# No end semester examination is required for this course.

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### SUMMER SEMESTER (4 WEEKS)

Summer Training – Chronological Diary needs to be maintained and submitted within the first week of the reopening date of 5th Semester. The training report along with the company certificate should be submitted.
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*** Chosen electives should be from two streams of management of three electives each.

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## PROFESSIONAL ELECTIVES (PE)

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| Stream/ Specialization : Systems Management | |
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| 31. BA7031 | Advanced Database Management System | PE | 3 | 3 | 0 | 0 | 3 |
| 32. BA7032 | Cloud Computing | PE | 3 | 3 | 0 | 0 | 3 |
| 33. BA7033 | Datamining for Business Intelligence | PE | 3 | 3 | 0 | 0 | 3 |
| 34. BA7034 | Decision Support System and Intelligent systems | PE | 3 | 3 | 0 | 0 | 3 |
| 35. BA7035 | E-Business Management | PE | 3 | 3 | 0 | 0 | 3 |
| 36. BA7036 | Enterprise Resource Planning | PE | 3 | 3 | 0 | 0 | 3 |
| 37. BA7037 | Knowledge Management Systems | PE | 3 | 3 | 0 | 0 | 3 |
| 38. BA7038 | Soft Computing | PE | 3 | 3 | 0 | 0 | 3 |
| 39. BA7039 | Software Project and Quality Management | PE | 3 | 3 | 0 | 0 | 3 |

<p>| Stream/ Specialization : Operations Management | |
|---|---|---|---|---|---|---|---|
| 40. BA7040 | Lean Six Sigma | PE | 3 | 3 | 0 | 0 | 3 |
| 41. BA7041 | Logistics Management | PE | 3 | 3 | 0 | 0 | 3 |
| 42. BA7042 | Materials Management | PE | 3 | 3 | 0 | 0 | 3 |
| 43. BA7043 | Process Management | PE | 3 | 3 | 0 | 0 | 3 |
| 44. BA7044 | Product Design | PE | 3 | 3 | 0 | 0 | 3 |
| 45. BA7045 | Project Management | PE | 3 | 3 | 0 | 0 | 3 |</p>
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OBJECTIVES:
- To introduce the concepts of scarcity and efficiency; to explain principles of micro economics relevant to managing an organization; to describe principles of macro economics to have the understanding of economic environment of business.

UNIT I
INTRODUCTION

UNIT II
CONSUMER AND PRODUCER BEHAVIOUR

UNIT III
PRODUCT AND FACTOR MARKET

UNIT IV
PERFORMANCE OF AN ECONOMY – MACRO ECONOMICS

UNIT V
AGGREGATE SUPPLY AND THE ROLE OF MONEY

TOTAL: 60 PERIODS

OUTCOMES:
- Students are expected to become familiar with both principles of micro and macro economics. They would also become familiar with application of these principles to appreciate the functioning of both product and input markets as well as the economy.

TEXT BOOKS
BA7102 MARKETING MANAGEMENT

OBJECTIVES:
- To understand the changing business environment
- To identify the indicators of management thoughts and practices
- To understand fundamental premise underlying market driven strategies

UNIT I INTRODUCTION

UNIT II MARKETING STRATEGY

UNIT III MARKETING MIX DECISIONS

UNIT IV BUYER BEHAVIOUR
Understanding industrial and individual buyer behavior - Influencing factors – Buyer Behaviour Models – Online buyer behaviour - Building and measuring customer satisfaction – Customer relationships management – Customer acquisition, Retaining, Defection.

UNIT V MARKETING RESEARCH & TRENDS IN MARKETING

OUTCOMES:
- Knowledge of analytical skills in solving marketing related problems
- Awareness of marketing management process

TEXT BOOKS

REFERENCES
OBJECTIVE:
- To familiarize the students to the basic concepts of management in order to aid in understanding how an organization functions, and in understanding the complexity and wide variety of issues managers face in today’s business firms.

UNIT I INTRODUCTION TO MANAGEMENT

UNIT II PLANNING

UNIT III ORGANISING
Nature and purpose of organizing- Organization structure- Line and staff authority- Departmentation- Span of control- Centralization and decentralization- Delegation of authority- Staffing- Selection and Recruitment- Career development- Career stages- Training- Performance appraisal

UNIT IV DIRECTING
Managing people- Communication- Hurdles to effective communication- Organization culture- Elements and types of culture- Managing cultural diversity.

UNIT V CONTROLLING
Process of controlling- Types of control- Budgetary and non-budgetary control techniques- Managing productivity- Cost control- Purchase control- Maintenance control- Quality control- Planning operations.

OUTCOMES:
- The students should be able to describe and discuss the elements of effective management, ii) discuss and apply the planning, organizing and control processes, iii) describe various theories related to the development of leadership skills, motivation techniques, team work and effective communication, iv) communicate effectively through both oral and written presentation.

TEXT BOOKS:

REFERENCES:
OBJECTIVES:
• Acquire a reasonable knowledge in accounts Analysis and evaluate financial statements.

UNIT I  FINANCIAL ACCOUNTING  12

UNIT II  ANALYSIS OF FINANCIAL STATEMENTS  12
Analysis of financial statements – Financial ratio analysis, Interpretation of ratio for financial decisions – Comparative statements – Cash flow (as per Accounting Standard 3) and Funds flow statement analysis – Trend Analysis.

UNIT III  COMPANY ACCOUNTS  12
Meaning of Company – Issue of Shares – Issue and Redemption of debentures – Profit or loss Prior to incorporation – Final Accounts of Company.

UNIT IV  COST ACCOUNTING  12

UNIT V  MARGINAL COSTING  12
Management Accounting – Marginal Costing – Cost, Volume, Profit Analysis – Break Even Analysis – Decision making problems – Budgetary Control – Sales, Production, Cash flow, fixed and flexible budget – Standard costing and Variance Analysis – (excluding overhead costing)

OUTCOME
• Possess a managerial outlook at accounts.

TEXT BOOKS

REFERENCES
2. Horngren, Sirdem, Stratton, Burgstahler, Schatzberg, Introduction to Management Accounting, PHI Learning, 2014
OBJECTIVE:

- To create the knowledge of Legal perspective and its practices to improvise the business.

UNIT I COMMERCIAL LAW

THE INDIAN CONTRACT ACT 1872

THE SALE OF GOODS ACT 1930

UNIT II COMPANY LAW

Major principles – Nature and types of companies, Formation, Memorandum and Articles of Association, Prospectus, Power, duties and liabilities of Directors, winding up of companies, Corporate Governance.

UNIT III INDUSTRIAL LAW

UNIT IV INCOME TAX ACT AND SALES TAX ACT

UNIT V CONSUMER PROTECTION ACT AND INTRODUCTION OF CYBER LAWS

OUTCOME:

- Legal insight will be established in the business practices according to the situation of changing environment.

TEXT BOOKS

REFERENCES
2. Dr. Vinod, K. Singhania, Direct Taxes Planning and Management, 2008.
OBJECTIVE:
- To provide an overview of theories and practices in organizational behavior in individual, group and organizational level.

UNIT I  
FOCUS AND PURPOSE  
Definition, need and importance of organizational behaviour – Nature and scope – Frame work – Organizational behaviour models.

UNIT II  
INDIVIDUAL BEHAVIOUR  

UNIT III  
GROUP BEHAVIOUR  
Organization structure – Formation – Groups in organizations – Influence – Group dynamics – Emergence of informal leaders and working norms – Group decision making techniques – Team building - Interpersonal relations – Communication – Control.

UNIT IV  
LEADERSHIP AND POWER  

UNIT V  
DYNAMICS OF ORGANIZATIONAL BEHAVIOUR  

TOTAL: 45 PERIODS

OUTCOMES:
- Students will have a better understanding of human behavior in organization. They will know the framework for managing individual and group performance.

TEXT BOOKS

REFERENCES
OBJECTIVE:
• To learn the applications of statistics in business decision making.

UNIT I INTRODUCTION
Basic definitions and rules for probability, conditional probability independence of events, Baye’s theorem, and random variables, Probability distributions: Binomial, Poisson, Uniform and Normal distributions.

UNIT II SAMPLING DISTRIBUTION AND ESTIMATION
Introduction to sampling distributions, sampling distribution of mean and proportion, application of central limit theorem, sampling techniques. Estimation: Point and Interval estimates for population parameters of large sample and small samples, determining the sample size.

UNIT III TESTING OF HYPOTHESIS - PARAMETRIC TESTS
Hypothesis testing: one sample and two sample tests for means and proportions of large samples (z-test), one sample and two sample tests for means of small samples (t-test), F-test for two sample standard deviations. ANOVA one and two way.

UNIT IV NON-PARAMETRIC TESTS

UNIT V CORRELATION AND REGRESSION

OUTCOME:
To facilitate objective solutions in business decision making under subjective conditions.

TEXT BOOKS:

REFERENCES:
UNIT I PERSONAL COMMUNICATION 12
Day-to-day conversation with family members, neighbours, relatives, friends on various topics, context specific - Journal writing, mails/emails, SMS, greeting cards, situation based – accepting/declining invitations, congratulating, consoling, conveying information, oral reports, extemporaneous.

UNIT II EMPLOYABILITY SKILLS 12
Interview skills – HR and technical – Types of interview, preparation for interview, mock interview, Group Discussion – Communication skills in Group Discussion, Structure of GD, GD process, successful GD techniques. Time management and effective planning – identifying barriers to effective time management, time management techniques, relationship between time management and stress management.

UNIT III WORK PLACE COMMUNICATION 12
e-mails, minutes, reports of different kinds – annual report, status report, survey report, proposals, memorandums, presentations, interviews, profile of institutions, speeches, responding to enquiries, complaints, resumes, applications, summarizing, strategies for writing.

UNIT IV RESEARCH WRITING 12
Articles for publication (Journals), developing questionnaire, writing abstract, dissertation, qualities of research writing, data (charts, tables) analysis, documentation.

UNIT V WRITING FOR MEDIA AND CREATIVE WRITING 12
Features for publication (Newspapers, magazines, newsletters, notice-board), case studies, short stories, travelogues, writing for children, translation, techniques of writing.

TOTAL: 60 PERIODS

Note: It is an activity based course. Student individually or as a group can organize event(s), present term papers etc. This will be evaluated by the faculty member(s) handling the course and the consolidated marks can be taken as the final mark. No end semester examination is required for this course.

OUTCOMES:
Learners should be able to
- Get into the habit of writing regularly.
- Express themselves in different genres of writing from creative to critical to factual writing.
- Take part in print and online media communication
- Read quite widely to acquire a style of writing and
- Identify their area of strengths and weaknesses in writing.
- Speak confidently with any speakers of English, including native speakers.
- Speak effortlessly in different contexts – informal and formal.

REFERENCES:
OBJECTIVE:
- To learn the concepts of operations research applied in business decision making.

UNIT I  INTRODUCTION TO LINEAR PROGRAMMING (LP)  9
Introduction to applications of operations research in functional areas of management. Linear Programming-formulation, solution by graphical and simplex methods (Primal - Penalty, Two Phase), Special cases. Dual simplex method. Principles of Duality. Sensitivity Analysis.

UNIT II  LINEAR PROGRAMMING EXTENSIONS  9

UNIT III  INTEGER PROGRAMMING AND GAME THEORY  9
Solution to pure and mixed integer programming problem by Branch and Bound and cutting plane algorithms. Game Theory-Two person Zero sum games-Saddle point, Dominance Rule, Convex Linear Combination (Averages), methods of matrices, graphical and LP solutions.

UNIT IV  INVENTORY MODELS, SIMULATION AND DECISION THEORY  9

UNIT V  QUEUING THEORY AND REPLACEMENT MODELS  9
Queueing Theory - single and Multi-channel models – infinite number of customers and infinite calling source. Replacement Models-Individuals replacement Models (With and without time value of money) – Group Replacement Models.

TOTAL: 45 PERIODS

OUTCOME:
- To facilitate quantitative solutions in business decision making under conditions of certainty, risk and uncertainty.

TEXT BOOKS

REFERENCES
OBJECTIVES:
- To familiarise the students to the principles of scientific methodology in business enquiry; to develop analytical skills of business research; to develop the skills for scientific communications.

UNIT I  INTRODUCTION  9

UNIT II  RESEARCH DESIGN AND MEASUREMENT  9

UNIT III  DATA COLLECTION  9

UNIT IV  DATA PREPARATION AND ANALYSIS  9

UNIT V  REPORT DESIGN, WRITING AND ETHICS IN BUSINESS RESEARCH  9

TOTAL: 45 PERIODS

COURSE OUTCOMES:
- Students would become acquainted with the scientific methodology in business domain. They would also become analytically skillful. They would become familiar with the nuances of scientific communications.

TEXTBOOKS
OBJECTIVES:
Facilitate student to
- Understand the operational nuances of a Finance Manager
- Comprehend the technique of making decisions related to finance function

UNIT I  FOUNDATIONS OF FINANCE:  9

UNIT II  INVESTMENT DECISIONS:  9
Capital Budgeting: Principles and techniques - Nature of capital budgeting- Identifying relevant cash flows - Evaluation Techniques: Payback, Accounting rate of return, Net Present Value, Internal Rate of Return, Profitability Index - Comparison of DCF techniques - Concept and measurement of cost of capital - Specific cost and overall cost of capital.

UNIT III  FINANCING AND DIVIDEND DECISION:  9

UNIT IV  WORKING CAPITAL MANAGEMENT:  9

UNIT V  LONG TERM SOURCES OF FINANCE:  9

TOTAL: 45 PERIODS

OUTCOMES:
- Possess the techniques of managing finance in an organization

TEXT BOOKS

REFERENCES
OBJECTIVE:
- To provide knowledge about management issues related to staffing, training, performance, compensation, human factors consideration and compliance with human resource requirements.

UNIT I PERSPECTIVES IN HUMAN RESOURCES MANAGEMENT 5

UNIT II THE CONCEPT OF BEST FIT EMPLOYEE 8

UNIT III TRAINING AND EXECUTIVE DEVELOPMENT 10

UNIT IV SUSTAINING EMPLOYEE INTEREST 12

UNIT V PERFORMANCE EVALUATION AND CONTROL PROCESS 10

TOTAL: 45 PERIODS

OUTCOME:
- Students will gain knowledge and skills needed for success as a human resources professional

TEXT BOOK

REFERENCES
OBJECTIVE

- To understand the importance of information in business
- To know the technologies and methods used for effective decision making in an organization.

UNIT I INTRODUCTION


UNIT II SYSTEM ANALYSIS AND DESIGN

Case tools - System flow chart, Decision table, Data flow Diagram (DFD), Entity Relationship (ER), Object Oriented Analysis and Design (OOAD), UML diagram.

UNIT III DATABASE MANAGEMENT SYSTEMS

DBMS – HDBMS, NDBMS, RDBMS, OODBMS, Query Processing, SQL, Concurrency Management, Data warehousing and Data Mart

UNIT IV SECURITY, CONTROL AND REPORTING


UNIT V NEW IT INITIATIVES

Role of information management in ERP, e-business, e-governance, Data Mining, Business Intelligence, Pervasive Computing, Cloud computing, CMM.

TOTAL: 45 PERIODS

OUTCOME

- Gains knowledge on effective applications of information systems in business

TEXT BOOKS


REFERENCES

OBJECTIVE:
- To provide a broad introduction to the field of operations management and explain the concepts, strategies, tools and techniques for managing the transformation process that can lead to competitive advantage.

UNIT I  INTRODUCTION TO OPERATIONS MANAGEMENT  9
Operations Management – Nature, Importance, historical development, transformation processes, differences between services and goods, a system perspective, functions, challenges, current priorities, recent trends; Operations Strategy – Strategic fit, framework; Supply Chain Management

UNIT II  FORECASTING, CAPACITY AND FACILITY DESIGN  9

UNIT III  DESIGN OF PRODUCT, PROCESS AND WORK SYSTEMS  9

UNIT IV  MATERIALS MANAGEMENT  9

UNIT V  SCHEDULING AND PROJECT MANAGEMENT  9
Project Management – Scheduling Techniques, PERT, CPM; Scheduling - work centers – nature, importance; Priority rules and techniques, shopfloor control; Flow shop scheduling – Johnson’s Algorithm – Gantt charts; personnel scheduling in services.

TOTAL: 45 PERIODS

OUTCOMES:
- Understanding of the strategic and operational decisions in managing manufacturing and service organizations and appreciation of the role of operations management function in an organization.

TEXT BOOKS

REFERENCES
OBJECTIVE:
- To learn the major initiatives taken by a company's top management on behalf of corporates, involving resources and performance in external environments. It entails specifying the organization's mission, vision and objectives, developing policies and plan to understand the analysis and implementation of strategic management in strategic business units.

UNIT I STRATEGY AND PROCESS

UNIT II COMPETITIVE ADVANTAGE

UNIT III STRATEGIES

UNIT IV STRATEGY IMPLEMENTATION & EVALUATION
The implementation process, Resource allocation, Designing organisational structure-Designing Strategic Control Systems- Matching structure and control to strategy-Implementing Strategic change-Politics-Power and Conflict-Techniques of strategic evaluation & control-case study.

UNIT V OTHER STRATEGIC ISSUES
Managing Technology and Innovation-Strategic issues for Non Profit organisations. New Business Models and strategies for Internet Economy-case study

TOTAL: 45 PERIODS

OUTCOMES:
- This Course will create knowledge and understanding of management concepts principles and skills from a people, finance, marketing and organisational perspectives the development of appropriate organisational policies and strategies within a changing context to meet stakeholder interests information systems to learn from failure key tools and techniques for the analysis and design of information systems, including their human and organisational as well as technical aspects.

TEXTBOOKS

REFERENCES

BA7211 DATA ANALYSIS AND BUSINESS MODELING

OBJECTIVE
- to have hands-on experience on decision modeling

[Business models studied in theory to be practiced using Spreadsheet / Analysis Software]

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<td>Descriptive Statistics</td>
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<td>Hypothesis - Parametric</td>
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<td>Hypothesis – Non-parametric</td>
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<td>Correlation &amp; Regression</td>
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<td>Forecasting</td>
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<td>Extended experiment – 1</td>
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<td>Risk Analysis &amp; Sensitivity Analysis</td>
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<td>Revenue Management</td>
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<td>Extended experiment – 2</td>
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<td>Transportation &amp; Assignment</td>
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<td>Networking Models</td>
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<td>Queuing Theory</td>
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<td>12</td>
<td>Inventory Models</td>
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<td>Extended experiments – 3</td>
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- Spreadsheet Software and
- Data Analysis Tools

TOTAL: 60 PERIODS

COURSE OUTCOME
- Knowledge of spreadsheets and data analysis software for business modeling

TEXTBOOKS
5. Vikas Gupta, Comdex Business Accounting with Ms Excel, 2010 and Tally ERP 9.0 Course Kit, Wiley India, 2012
OBJECTIVE:

- To familiarise the students to the basic concepts of international business management

UNIT I  INTRODUCTION  6

UNIT II  INTERNATIONAL TRADE AND INVESTMENT  11

UNIT III  INTERNATIONAL STRATEGIC MANAGEMENT  11

UNIT IV  PRODUCTION, MARKETING, FINANCIAL AND HUMAN RESOURCE MANAGEMENT OF GLOBAL BUSINESS  11

UNIT V  CONFLICT MANAGEMENT AND ETHICS IN INTERNATIONAL BUSINESS MANAGEMENT  6
Disadvantages of international business – Conflict in international business- Sources and types of conflict – Conflict resolutions – Negotiation – the role of international agencies –Ethical issues in international business – Ethical decision-making.

TOTAL: 45 PERIODS

OUTCOMES:

- Students would be familiar with global business environment, global strategic management practices and get acquainted with functional domain practices. They would be familiar with conflicts situations and ethical issues in global business.

TEXTBOOKS

BA7302 TOTAL QUALITY MANAGEMENT

OBJECTIVE:
• To learn the quality philosophies and tools in the managerial perspective.

UNIT I INTRODUCTION

UNIT II PRINCIPLES AND PHILOSOPHIES OF QUALITY MANAGEMENT

UNIT III STATISTICAL PROCESS CONTROL

UNIT IV TOOLS AND TECHNIQUES FOR QUALITY MANAGEMENT
Quality functions development (QFD) – Benefits, Voice of customer, information organization, House of quality (HOQ), building a HOQ, QFD process. Failure mode effect analysis (FMEA) – requirements of reliability, failure rate, FMEA stages, design, process and documentation. Seven Tools (old & new). Bench marking and POKA YOKE.

UNIT V QUALITY SYSTEMS ORGANIZING AND IMPLEMENTATION

TOTAL: 45 PERIODS

OUTCOME:
• To apply quality philosophies and tools to facilitate continuous improvement and ensure customer delight.

TEXT BOOKS

REFERENCES
4. Indian standard – quality management systems – Guidelines for performance improvement (Fifth Revision), Bureau of Indian standards, New Delhi.
OBJECTIVE:
- To understand the methods of managing brands and strategies for brand management.

UNIT I  INTRODUCTION  8

UNIT II  BRAND STRATEGIES  10

UNIT III  BRAND COMMUNICATIONS  8
Brand image Building – Brand Loyalty programmes – Brand Promotion Methods – Role of Brand ambassadors, celebrities – On line Brand Promotions.

UNIT IV  BRAND EXTENSION  9
Brand Adoption Practices – Different type of brand extension – Factors influencing Decision for extension – Re-branding and re-launching.

UNIT V  BRAND PERFORMANCE  10

TOTAL: 45 PERIODS

OUTCOME:
- To successfully establish and sustain brands and lead to extensions

TEXT BOOKS

REFERENCES
4. Jagdeep Kapoor, Brandex, Biztranza, India, 2005
UNIT II CONSUMER BEHAVIOR MODELS 9
Industrial and individual consumer behaviour models - Howard- Sheth, Engel – Kollat, Webstar and wind Consumer Behaviour Models – Implications of the models on marketing decisions.

UNIT III INTERNAL INFLUENCES 9
Psychological Influences on consumer behavior – motivation – perception – personality Learning and Attitude- Self Image and Life styles – Consumer expectation and satisfaction.

UNIT IV EXTERNAL INFLUENCES 9
Socio-Cultural, Cross Culture - Family group – Reference group – Communication - Influences on Consumer behavior

UNIT V PURCHASE DECISION PROCESS 9
High and low involvement - Pre-purchase and post-purchase behavior – Online purchase decision process – Diffusion of Innovation – Managing Dissonance - Emerging Issues.

TOTAL: 45 PERIODS

OUTCOME:
- The student will understand the influences on customer choice and the process of human decision making in a marketing context.

TEXT BOOKS

REFERENCES

BA7003 CUSTOMER RELATIONSHIP MANAGEMENT  L T P C
3 0 0 3

OBJECTIVE:
- To understand the need and importance of maintaining a good customer relationship.

UNIT I INTRODUCTION 9

UNIT II UNDERSTANDING CUSTOMERS 9
Customer information Database – Customer Profile Analysis - Customer perception, Expectations analysis – Customer behavior in relationship perspectives; individual and group customer’s - Customer life time value – Selection of Profitable customer segments.

UNIT III CRM STRUCTURES 9
UNIT IV  CRM PLANNING AND IMPLEMENTATION

UNIT V  TRENDS IN CRM
e- CRM Solutions – Data Warehousing – Data mining for CRM – an introduction to CRM software packages.

OUTCOME:
• To use strategic customer acquisition and retention techniques in CRM.

TEXT BOOKS

REFERENCES

BA7004  DIRECT MARKETING  L T P C
3 0 0 3

OBJECTIVE:
• The objective of this course is to study the scope of direct marketing mainly for lead generation and retention activities in both business to business and business to consumer environments, learn the basics of direct marketing and the importance of the offer, list and creative in response rates

UNIT I  DIRECT MARKETING & INTERACTIVE MARKETING
Direct marketing- Concept, growth and benefits, limitations – variants of Direct Marketing- Main tasks – lead generation, customer acquisition, development and retention. The key principles of targeting, interaction, control and continuity- Catalysts of change in modern marketing –From distance selling to interactive marketing. Direct marketing in real-time –interactive marketing, Direct marketing vs. marketing thru Channels

UNIT II  METHODS OF DIRECT MARKETING
Traditional Methods of Direct Marketing- Telemarketing - Multi Level Marketing (MLM) - Personal Selling - Automatic Vending Machines -Exhibition - Trade fares - Catalogue Marketing - Direct Mail – Company showrooms- factory outlets-own distribution- Increasing use of Web-based retailing
UNIT III TECHNOLOGY IN DIRECT MARKETING 9
Technology that enables Direct & Interactive Marketing: Core marketing technology components; data warehousing, business intelligence appliances, campaign management applications, sales force automation, customer interaction and contact centre applications. Customer data, Different types, its value and management. Data-driven marketing planning – Introduction to CRM and e-CRM. The Impact of Databases - Consumer and Business Mailing Lists- Data fusion – marketing research and the customer database - Setting up a customer database - structure, function, data sources, software, processors, Real-time data collection for the website.

UNIT IV DIRECT MARKETING COMMUNICATION 9
Integrating Direct Marketing Media: The role of brands and personalized marketing communications - Media channels in a multi media age – Building brands through response and optimizing integrated communications – Differences between direct marketing media and non-direct media- Unique Characteristics of addressable media (direct mail, email, fax, phone, SMS) - lists, costs, duplications, privacy - Press, inserts and door-to-door - formats, costs and response.

UNIT V CHANNELS AND ADVANCEMENTS IN DIRECT MARKETING 9
Technology mediated marketing channels - Interactive TV, mobile and SMS – the advance in digital marketing - Automatic vending machines- kiosk marketing- Direct mailing- Direct response methods- Home shopping/ teleshopping network- Creating Direct Mail Advertising - Online web advertising and email/permission Marketing- Data Protection and Privacy-self-regulation and codes of practice.

OUTCOMES:
- This course will create an insight to develop a comprehensive direct marketing strategy and improve prospecting skills learn the measurement techniques used in evaluating direct marketing efforts to know the ethical and legislation impacting direct marketing.

TEXT BOOKS
2. Hillstrom's Database Marketing by Kevin Hillstrom
3. The Engaged Customer-The New Rules of Internet Direct Marketing by Hans Peter Brondmo

REFERENCE BOOKS
2. The Complete Guide to Direct Marketing- Creating BreakThrough Programs that Really Work, Kaplan Publishing - Chet Meisner

BA7005 EVENT MARKETING

OBJECTIVE:
- To Understand the structure of event industry, economy, culture and trends of Market.

UNIT I INTRODUCTION 9
An overview of event marketing – types of events – Understanding the structure of event industry, economy, culture and trends – Marketing skills for event marketers, requirement analysis .

UNIT II DESIGNING EVENT MARKETING 9
Application of Marketing mix to events – designing and developing – Adoption of events – Event life cycle analysis – Key drivers influencing strategic planning and execution of different types of events – Branding issues for events.
UNIT III  PRICING STRATEGIES  9
Pricing methods for events – Approach towards sponsorships, funding agencies - types and choice of sponsorships – Profitability analysis – Negotiations for the best deal.

UNIT IV  EVENT PROMOTION  9

UNIT V  EVENT DELIVERY  9

TOTAL: 45 PERIODS

OUTCOME:
• Applying the Concepts and practices of Marketing research on event related issues.

TEXTBOOKS

REFERENCES
6. Hoyle, Event Marketing-Wiley India.

BA7006  INTEGRATED MARKETING COMMUNICATION  L T P C
3 0 0 3

OBJECTIVE:
• This course introduces students to the basic concepts of advertising and sales promotion and how business organisations and other institutions carry out such activities.

UNIT I  INTRODUCTION TO ADVERTISEMENT  9

UNIT II  ADVERTISEMENT MEDIA  9
UNIT III  SALES PROMOTION  9
Scope and role of sale promotion – Definition – Objectives of sales promotion - sales promotion techniques – Trade oriented and consumer oriented. Sales promotion – Requirement identification – Designing of sales promotion campaign – Involvement of salesmen and dealers – Out sourcing sales promotion national and international promotion strategies – Integrated promotion – Coordination within the various promotion techniques – Online sales promotions- case studies.

UNIT IV  PUBLIC RELATIONS  9

UNIT V  PUBLICITY  9

OUTCOMES:
• Insight into the importance of advertising and sales promotion campaigns planning and objective setting in relation to consumer decision making processes.

TEXTBOOKS

REFERENCES

BA7007  INTERNATIONAL MARKETING  L T P C 3 0 0 3

OBJECTIVES:
• To understand the principles & concepts in international Marketing to provide the knowledge of marketing management in the international perspective to develop marketing strategies for the dynamic international markets.

UNIT I  INTRODUCTION  9
UNIT II INTERNATIONAL MARKETING ENVIRONMENT

Business culture around the world - language, customs, attitudes - marketing strategy adjustments - product adaptations. Geographic Description of Market - Political risk - Political Environment - Import quotas - tariffs - customs restrictions - required licenses - registrations - permits. Development and scope of International law - INCOTERMS - WTO - GATT - Current economic conditions of the country or countries involved - credit worthiness of the international buyer/seller - Regional economic groupings its influences in market.

UNIT III POLICY FRAMEWORK AND PROCEDURAL ASPECTS


UNIT IV INTERNATIONAL MARKETING PLANNING


UNIT V INTERNATIONAL MARKETING MIX


OUTCOMES:
- This course will bring the learning the opportunities and problems that face a marketer when operating abroad. International Marketing may need to be rethought when applied outside the home environment. This course will introduces the notion of national culture as an important factor in deciding why different products may be more or less successful in different countries, and why a marketing campaign that succeeds in one country may fail elsewhere.

TEXT BOOKS

REFERENCES

TOTAL: 45 PERIODS
OBJECTIVE:
- To utilise Financial perspectives in Marketing Metrics.

UNIT I  INTRODUCTION 9

UNIT II  CUSTOMER AND BRAND METRICS 9

UNIT III  COMMUNICATION AND PRICING METRICS 9
Communication metrics – Profit impact on sales promotion – Advertisement cost benefit analysis - Measuring financial effectiveness of e-mail campaign - Pricing metric - Pricing simulation and its impact on profitability.

UNIT IV  CHANNEL METRICS 9
Financial Perspectives of Channel Participants - Marketing budget and resource allocation. Return on marketing investment (ROMI) - Marketing audit.

UNIT V  ADDITIONAL METRICS 9

OUTCOME:
- Application of Brand Metrics, life time value.

REFERENCES
2. John Davis, Measuring Marketing: 103 Key Metrics, Every Marketer Needs, Wiley Publisher.

OBJECTIVE:
- To understand the concepts of effective retailing

UNIT I  INTRODUCTION 9
An overview of Global Retailing – Challenges and opportunities – Retail trends in India – Socio economic and technological Influences on retail management – Government of India policy implications on retails.
UNIT II RETAIL FORMATS 9
Organized and unorganized formats – Different organized retail formats – Characteristics of each format – Emerging trends in retail formats – MNC’s role in organized retail formats.

UNIT III RETAILING DECISIONS 9

UNIT IV RETAIL SHOP MANAGEMENT 9

UNIT V RETAIL SHOPPER BEHAVIOUR 9
Understanding of Retail shopper behavior – Shopper Profile Analysis – Shopping Decision Process - Factors influencing retail shopper behavior – Complaints Management - Retail sales force Management – Challenges in Retailing in India.

OUTCOME:
- To manage the retail chains and understand the retail customer’s behavior

TEXTBOOKS

REFERENCES
6. Dr. Jaspreet Kaur, Customer Relationship Management, Kogent solution.

BA7010 RURAL MARKETING L T P C
3 0 0 3

OBJECTIVES:
- The objective of the course is to provide conceptual understanding on the Rural Marketing with special reference to Indian context and develop skills required for planning of Rural Products.
- To create awareness about the applicability of the concepts, techniques and processes of marketing in rural context.
- To familiarize with the special problems related to sales in rural markets.

UNIT I OVERVIEW OF RURAL MARKETING 9
UNIT II RURAL MARKETS & DECISION 9

UNIT III PRODUCT & DISTRIBUTION 9
Product / Service Classification in Rural Marketing - New Product Development in Rural Marketing- Brand Management in Rural Marketing- Rural Distribution in channel management- Managing Physical distribution in Rural Marketing- Fostering Creativity& Innovation in Rural Marketing- - Sales force Management in Rural Marketing.

UNIT IV RURAL CONSUMER BEHAVIOUR IN MARKETING RESEARCH 9
Consumer Buyer Behaviour Model in Rural Marketing- Rural Marketing Research-Retail & IT models in Rural Marketing-CSR and Marketing Ethics in Rural Marketing- Source of Financing and credit agencies- Consumer Education & Consumer Methods in Promotion of Rural Marketing- Advertisement & Media Role in Rural Marketing Promotion Methods.

UNIT V TRENDS IN RURAL MARKETING 9

TOTAL: 45 PERIODS

OUTCOMES:
• Perspectives of rural marketing and the knowledge of the emerging managerial initiatives and relevant frameworks in rural marketing, institutions engaged in rural marketing

TEXT BOOKS
1. Rural Marketing – C G Krishnamacharyulu, Lalitha Ramakrishnan – Pearson Education
2. Rural Marketing: Indian Perspective By Awadhesh Kumar Singh Satyaprakash pandey New age publishers
3. A Textbook on Rural Consumer Behaviour in India: A Study of FMCGs By Dr. A Sarangapani

REFERENCES
1. New Perspectives on Rural Marketing: Includes Agricultural Marketing By Ramkishefn Y.
2. Rural Marketing, Pradeep Kashyap & Siddhartha Raut, Biztantra
3. Rural Marketing – U.C.Mathur, excel books, 1/e
4. Indian Rural Marketing Rajagopal Rawat Publishers
5. Integrated Rural Development – R. C. Arora (S. Chand & Co.)
UNIT III SERVICE DESIGN AND DEVELOPMENT

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

UNIT V SERVICE STRATEGIES

TOTAL: 45 PERIODS

OUTCOME:
- Will be able to apply the concepts of services marketing in promoting services.

TEXT BOOKS

REFERENCES
5. Gronroos, Service Management and Marketing –Wiley India.

BA7012 SOCIAL MARKETING

OBJECTIVE:
- To enhance Competiveness in Social Marketing by ethical values and social media in Marketing.

UNIT I INTRODUCTION
Social marketing - Definition - Scope and concept - Evolution of Social marketing - Need for Social marketing - A comparative study between Commercial and Social marketing - Use of market research - social change tools - Factors influencing Social marketing - Challenges and opportunities.

UNIT II SOCIAL MARKETING PROCESS AND PLANNING

Segmentation - Motives and benefits - Sheth’s and Frazier’s attitude - behavior segmentation - Stage approach to segmentation - Selecting target audiences - Cross cultural targeting - cultural and individual tailoring.

UNIT III SOCIAL MARKETING MIX
Social marketing mix - policy - product - place - price - promotion - people - partnership.
Rating & Reviews - Virtual world - Using media in social marketing - Importance - effectiveness of mass media in social marketing - Practical model for media use in social marketing - Advertisement -Publicity - Edutainment - Civic or Public - Choosing media & methods.
Role of media in social marketing campaigns - planning and developing Social media campaigning – Campaign vs Programme - Programme planning models – conceptual model Lawrence Green’s PRECEDE-PROCEED model.

UNIT IV ETHICAL ISSUES AND CHALLENGES
Ethical principles - Codes of behaviour - Critics of social marketing - Critic of power imbalance in social marketing - Criticism of unintended consequences - Competition in social marketing- Definition - monitoring - countering competition - competition and principle of differential advantage - Internal competition.

UNIT V TRENDS IN SOCIAL MARKETING
Future of Social marketing - setting priorities in social marketing - Repositioning strategies- Future of Public sector – NGO – Private sector social marketing.

Social Media marketing - Importance - Big Brands & Small business - E mail marketing -Social Media Tools –Marketing with Social network sites, blogging, micro blogging, podcasting with Podomatic

OUTCOME:
- Applying Ethical Principles in Social Marketing through advanced marketing medias

TEXT BOOKS

REFERENCES
2. Hastings, G. Social Marketing: Why should the Devil Have All the Best Tunes? Oxford 2007
UNIT II  CREDIT MONITORING AND RISK MANAGEMENT  9
Need for credit monitoring, Signals of borrowers’ financial sickness, Financial distress prediction models – Rehabilitation process, Risk management – Interest rate, liquidity, forex, credit, market, operational and solvency risks – risk measurement process and mitigation, Basic understanding of NPA’s and ALM.

UNIT IV  MERGERS, DIVERSIFICATION AND PERFORMANCE EVALUATION  9
Mergers and Diversification of banks into securities market, underwriting, Mutual funds and Insurance business, Risks associated therewith. Performance analysis of banks – background factors, ratio analysis and CAMELS.

UNIT V  HIGH TECH E-BANKING\  9

OUTCOMES:
- Price various types of loans proposed by banks to various prospective borrowers with different risk profiles and evaluate the performance of banks

TEXT BOOKS

REFERENCES:

BA7014  CORPORATE FINANCE  L T P C
3 0 0 3

OBJECTIVE:
Student will acquire
- Nuances involved in short term corporate financing
- Good ethical practices

UNIT I  INDUSTRIAL FINANCE  9
Indian Capital Market – Basic problem of Industrial Finance in India. Equity – Debenture financing – Guidelines from SEBI, advantages and disadvantages and cost of various sources of Finance - Finance from international sources, financing of exports – role of EXIM bank and commercial banks.– Finance for rehabilitation of sick units.

UNIT II  SHORT TERM-WORKING CAPITAL FINANCE  6

UNIT III  ADVANCED FINANCIAL MANAGEMENT  12
Appraisal of Risky Investments, certainty equivalent of cash flows and risk adjusted discount rate, risk analysis in the context of DCF methods using Probability information, nature of cash flows, Sensitivity analysis; Simulation and investment decision, Decision tree approach in investment decisions.
UNIT IV      FINANCING DECISION  
Simulation and financing decision - cash inadequacy and cash insolvency- determining the probability of cash insolvency- Financing decision in the Context of option pricing model and agency costs- Inter-dependence of investment- financing and Dividend decisions.

UNIT V      CORPORATE GOVERNANCE  
Corporate Governance - SEBI Guidelines- Corporate Disasters and Ethics- Corporate Social Responsibility- Stakeholders and Ethics- Ethics, Managers and Professionalism.

OUTCOME: 
• Good ethical corporate manager

TEXT BOOKS 

REFERENCES 
5. Website of SEBI

BA7015            DERIVATIVES MANAGEMENT  
L T P C  
3 0 0 3  

OBJECTIVE: 
To enable students
• Understand the nuances involved in derivatives
• Understand the basic operational mechanisms in derivatives

UNIT I      INTRODUCTION  

UNIT II      FUTURES CONTRACT  

UNIT III       OPTIONS  

UNIT IV       SWAPS  
Definition of SWAP – Interest Rate SWAP – Currency SWAP – Role of Financial Intermediary – Warehousing – Valuation of Interest rate SWAPs and Currency SWAPs Bonds and FRNs – Credit Risk.
UNIT V DERIVATIVES IN INDIA

TOTAL: 45 PERIODS

OUTCOME
• Possess good skills in hedging risks using derivatives

TEXT BOOKS

REFERENCES
5. Website of NSE, BSE.

BA7016 INTERNATIONAL TRADE FINANCE L T P C
3 0 0 3

OBJECTIVES:
To enable student
• Understand export import finance and forex management
• Understand the documentation involved in international trade

UNIT I INTERNATIONAL TRADE

UNIT II EXPORT AND IMPORT FINANCE

UNIT III FOREX MANAGEMENT

UNIT IV DOCUMENTATION IN INTERNATIONAL TRADE
UNIT V  EXPORT PROMOTION SCHEMES  9

TOTAL: 45 PERIODS

OUTCOME
- Possess good knowledge on international trade and the documentation involved in it.

TEXT BOOKS

REFERENCES
3. Website of Indian Government on EXIM policy

BA7017  MERCHANT BANKING AND FINANCIAL SERVICES  L T P C

OBJECTIVES :
To enable student
- Understand the modes of issuing securities
- Acquire financial evaluation technique of leasing and hire purchase

UNIT I  MERCHANT BANKING  5

UNIT II  ISSUE MANAGEMENT  12

UNIT III  OTHER FEE BASED SERVICES  10

UNIT IV  FUND BASED FINANCIAL SERVICES  10

UNIT V  OTHER FUND BASED FINANCIAL SERVICES  8

TOTAL: 45 PERIODS

OUTCOME
- Good knowledge on merchant banking activities
OBJECTIVES:
To enable student to understand
- Regulatory framework for mergers and acquisitions
- Process involved in mergers and acquisitions and the available take over defenses

UNIT I  INTRODUCTION
Corporate Restructuring – meaning, objectives, types and forms, motives for restructuring – meaning of Mergers and Acquisitions, types, causes, distinction between Mergers and Acquisitions, Merger procedure, Scheme for Merger, theories of Merger, cross border Mergers and Acquisitions.

UNIT II  REGULATORY FRAMEWORK FOR MERGERS AND ACQUISITION

UNIT III  MERGER AND ACQUISITION PROCESS, FINANCING AND ACCOUNTING FRAMEWORK

UNIT IV  POST-MERGER INTEGRATION
Critical success factors for post-merger integration, Ingredients of integration, Timing and Speed of integration, Approaches to integration, Challenges in integration, Steps for successful integration, Cultural integration, Redesigning post merger cultural process.

UNIT V  CORPORATE CONTROL MECHANISM AND TAKEOVER DEFENSES
Internal and External control mechanism, Takeover tactics, Takeover defenses, Regulatory aspects in India with respect to Takeover defenses.

COURSE OUTCOMES:
- Student will be equipped with the nuances involved in mergers and acquisition process and the techniques required to handle post merger

TEXTBOOKS
REFERENCES

BA7019  MICRO FINANCE  L  T  P  C
3 0 0 3

OBJECTIVES :
Enable students to
- Comprehend the importance of Micro finance
- Understand the techniques involved in their evaluation

UNIT I  INTRODUCTION TO MICROFINANCE  9

UNIT II  FINANCIAL AND OPERATIONAL EVALUATION  9

UNIT III  OTHER EVALUATIONS OF MICROFINANCE  9

UNIT IV  MICROFINANCE IN INDIA  9
Challenges to Microfinance movement – Demand and Supply of Micro financial services – State Intervention in rural credit – RBI Initiatives - NABARD & SHG – Bank Linkup & Programs – Governance and the constitution of the Board of various forms of MFIs – Intermediaries for Microfinance – State sponsored Organizations.

UNIT V  ISSUES, TRENDS AND FRONTIERS OF MICROFINANCE  9
Issue – Role of Technology-Strategic issues in Microfinance: Sustainability - opening new markets – Gender issues

OUTCOME
- Possess good knowledge in micro finance management

TEXTBOOKS

REFERENCES
OBJECTIVES:
Enable students to
- Understand risk management
- Understand the basics of insurance

UNIT I INTRODUCTION TO RISK MANAGEMENT

UNIT II RISK AVERSION & MANAGEMENT TECHNIQUES

UNIT III RISK MANAGEMENT TOOLS

UNIT IV INTRODUCTION TO INSURANCE

UNIT V INSURANCE AS A RISK MANAGEMENT TECHNIQUE

TOTAL: 45 PERIODS

OUTCOME
- Will know the techniques involved in managing different types of risks

TEXT BOOKS:

REFERENCES
UNIT I  INVESTMENT SETTING  8

UNIT II  SECURITIES MARKETS  10

UNIT III  FUNDAMENTAL ANALYSIS  9

UNIT IV  TECHNICAL ANALYSIS  9

UNIT V  PORTFOLIO MANAGEMENT  9
Portfolio analysis – Portfolio Selection –Capital Asset Pricing model – Portfolio Revision – Portfolio Evaluation – Mutual Funds

OUTCOME:
• Become a good investment analyst

TEXT BOOKS:

REFERENCES:
UNIT I INVESTMENT DECISIONS
Project Investment Management Vs Project Management – Introduction to profitable projects –
evaluation of Investment opportunities – Investment decisions under conditions of uncertainty –
Risk analysis in Investment decision – Types of investments and disinvestments.

UNIT II CRITICAL ANALYSIS OF PROJECTS
Market and Demand Analysis - Analysis of Technical arrangements – Investment decisions under
capital constraints – Capital rationing, Portfolio – Portfolio risk and diversified projects.

UNIT III FINANCING DECISIONS
Financial estimates and projections – estimates of sales, production, working capital, profitability –
Financing of projects – various sources of funds – Raising capital in international markets and
through venture capital.

UNIT IV STRATEGIC ANALYSIS OF SELECT INVESTMENT DECISIONS
Lease financing – Lease Vs Buy decision – Hire Purchase and installment decision – Hire
Purchase Vs Lease Decision.

UNIT V FINANCIAL DISTRESS
Consequences, Issues, Bankruptcy, Settlements, reorganization and Liquidation in bankruptcy.

TOTAL: 45 PERIODS

OUTCOME:
• Possess good knowledge in techniques for making strategic investment decision and tackling
financial distress

TEXT BOOKS:
2. Prasanna Chandra, Projects : planning, Analysis, Financing implementation and review, TMH,
New Delhi, 2011

REFERENCES:
2012.
5. Website of IDBI related to project finance

BA7023 ENTERPRENEURSHIP DEVELOPMENT

OBJECTIVE:
• To develop and strengthen entrepreneurial quality and motivation in students. To impart basic
entrepreneurial skills and understandings to run a business efficiently and effectively.

UNIT I ENTREPRENEURIAL COMPETENCE
Entrepreneurship concept – Entrepreneurship as a Career – Entrepreneurial Personality -
Characteristics of Successful, Entrepreneur – Knowledge and Skills of Entrepreneur.
UNIT II ENTREPRENEURAL ENVIRONMENT 12

UNIT III BUSINESS PLAN PREPARATION 12

UNIT IV LAUNCHING OF SMALL BUSINESS 10

UNIT V MANAGEMENT OF SMALL BUSINESS 5
Monitoring and Evaluation of Business - Preventing Sickness and Rehabilitation of Business Units- Effective Management of small Business.

TOTAL: 45 PERIODS

OUTCOME:
• Students will gain knowledge and skills needed to run a business.

TEXT BOOKS:

REFERENCES:

BA7024 INDUSTRIAL RELATIONS AND LABOUR WELFARE L T P C
3 0 0 3

OBJECTIVE:
• To explore contemporary knowledge and gain a conceptual understanding of industrial relations.

UNIT I INDUSTRIAL RELATIONS 7
Concepts – Importance – Industrial Relations problems in the Public Sector – Growth of Trade Unions – Codes of conduct.

UNIT II INDUSTRIAL CONFLICTS 12

UNIT III LABOUR WELFARE 8
UNIT IV  INDUSTRIAL SAFETY  9
Importance – Problems – Occupational Hazards – Diseases – Psychological problems –

UNIT V  WELFARE OF SPECIAL CATEGORIES OF LABOUR  9
Child Labour – Female Labour – Contract Labour – Construction Labour – Agricultural Labour –

OUTCOME:
• Students will know how to resolve industrial relations and human relations problems and
  promote welfare of industrial labour.

TEXT BOOKS
1. Mamoria C.B. and Sathish Mamoria, Dynamics of Industrial Relations, Himalaya Publishing
   House, New Delhi, 2007.
   Tata McGraw Hill. 2012

REFERENCES
1. Ratna Sen, Industrial Relations in India, Shifting Paradigms, Macmillan India Ltd., New Delhi,
   2007.
2. C.S.Venkata Ratnam, Globalisation and Labour Management Relations, Response Books,
   2007.
5. P.R.N Sinha, Indu Bala Sinha, Seema Priyardarshini Shekhar. Industrial Relations, Trade
   Unions and Labour Legislation. Pearson. 2004

BA7025  LABOUR LEGISLATIONS  L T P C
3 0 0 3

OBJECTIVE:
• To have a broad understanding of the legal principles governing the employment
  relationship at individual and collective level. To familiarise the students to the practical
  problems inherent in the implementation of labour statutes.

Contained in the following acts are to be studied.

Periods
1. The Factories Act, 1948  3
2. The Trade Unions Act, 1926  4
3. The Payment of Wages Act, 1936  3
4. The Minimum Wages Act, 1948  2
5. The Industrial Disputes Act, 1947  5
6. The Workmen’s Compensation Act, 1923  2
7. The Payment of Gratuity Act, 1972  3
8. The Payment of Bonus Act, 1965  3
10. The Employees State Insurance Act, 1948  4
11. The Industrial Employment (Standing Orders) Act, 1946  3
12. The Apprentices Act, 1961  2
13. The Equal Remuneration Act, 1976  2
15. Contract Labour Regulations and Abolition Act, 1970  2
16. The Child Labour Prevention and Regulation Act, 1986  2

TOTAL: 45 PERIODS
OUTCOMES:
- To appreciate the application of labour laws.
- Legal Provision relating to
  a) Wages
  b) Working Conditions and Labour Welfare
  c) Industrial Relations
  d) Social Security

TEXT BOOKS:

REFERENCES
5. Respective Bare Acts.

BA7026 MANAGERIAL BEHAVIOUR AND EFFECTIVENESS L T P C
3 0 0 3

OBJECTIVE:
- To examine managerial styles in terms of concern for production and concern for people. To assess different systems of management and relate these systems to organisational characteristics.

UNIT I DEFINING THE MANAGERIAL JOB

UNIT II DESIGNING THE MANAGERIAL JOB

UNIT III THE CONCEPT OF MANAGERIAL EFFECTIVENESS
Definition – The person, process, product approaches – Bridging the Gap – Measuring Managerial Effectiveness – Current Industrial and Government practices in the Management of Managerial Effectiveness- the Effective Manager as an Optimizer.

UNIT IV ENVIRONMENTAL ISSUES IN MANAGERIAL EFFECTIVENESS

UNIT V DEVELOPING THE WINNING EDGE
Organisational and Managerial Efforts – Self Development – Negotiation Skills – Development of the Competitive Spirit – Knowledge Management – Fostering Creativity and innovation.

TOTAL: 45 PERIODS
OUTCOME:
- Students will gain knowledge about appropriate style of managerial behaviour.

REFERENCES:

BA7027 ORGANISATIONAL THEORY, DESIGN AND DEVELOPMENT

OBJECTIVE:
- To learn how an organization can be designed and developed to deal with the challenges from environment, technology, and its own processes.

UNIT I ORGANISATION & ITS ENVIRONMENT

UNIT II ORGANIZATIONAL DESIGN
Organizational Design – Determinants – Components – Types - Basic Challenges of design – Differentiation, Integration, Centralization, Decentralization, Standardization, Mutual adjustment-Mechanistic and Organic Structures- Technological and Environmental Impacts on Design-Importance of Design – Success and Failures in design - Implications for Managers.

UNIT III ORGANISATIONAL CULTURE
Understanding Culture – Strong and Weak Cultures – Types of Cultures – Importance of Culture - Creating and Sustaining Culture - Culture and Strategy - Implications for practicing Managers.

UNIT IV ORGANISATIONAL CHANGE

UNIT V ORGANISATION EVOLUTION AND SUSTENANCE
Organizational life cycle – Models of transformation – Models of Organizational Decision making – Organizational Learning – Innovation, Intrapreneurship and Creativity-HR implications.

TOTAL: 45 PERIODS

OUTCOME:
- Students will be able to analyze organizations more accurately and deeply by applying organization theory.

TEXTBOOKS
REFERENCES:

BA7028 SOCIAL PSYCHOLOGY

COURSE OBJECTIVE:
- To study social interaction and social influence. To understand the behavior and mental processes and enhances the ability to apply empirical knowledge to improve the lives of people.

UNIT I INTRODUCTION TO SOCIAL PSYCHOLOGY
Social Psychology – Origin and development – Social behaviour and social thought – Applications in society and business.

UNIT II PERCEIVING AND UNDERSTANDING OTHERS
Social perception – Nonverbal communication – Attribution – Impression formation and impression management.

UNIT III COGNITION IN THE SOCIAL WORLD

UNIT IV INTERPERSONAL RELATIONS

UNIT V APPLIED SOCIAL PSYCHOLOGY

COURSE OUTCOME:
- Students will gain knowledge on dynamics of intergroup relationships, conflict and cooperation and relationship between the individual and society.

TEXT BOOK

REFERENCES
OBJECTIVE:
- To help students understand the transformation in the role of HR functions from being a support function to strategic function.

UNIT I HUMAN RESOURCE DEVELOPMENT 10

UNIT II E-HRM 6

UNIT III CROSS CULTURAL HRM 7

UNIT IV CAREER & COMPETENCY DEVELOPMENT 10

UNIT V EMPLOYEE COACHING & COUNSELING 12

OUTCOME:
- Students will have a better understanding of the tools and techniques used by organizations to meet current challenges.

TEXT BOOKS

REFERENCES
OBJECTIVE:
- To provide a broad physical, social and psychological understanding of human stress. The main focus is on presenting a broad background of stress research.

UNIT I  UNDERSTANDING STRESS  6

UNIT II  COMMON STRESS FACTORS TIME & CAREER PLATEAUEING  12
Time Management – Techniques – Importance of planning the day – Time management schedule – Developing concentration – Organizing the Work Area – Prioritizing – Beginning at the start – Techniques for conquering procrastination – Sensible delegation – Taking the right breaks – Learning to say ‘No’.

UNIT III  CRISIS MANAGEMENT  10

UNIT IV  WORK PLACE HUMOUR  5

UNIT V  SELF DEVELOPMENT  12

OUTCOMES:
- Students will be able to understand the management of work related stress at an individual and organizational level and will help them to develop and implement effective strategies to prevent and manage stress at work.

REFERENCES
1. Cooper, Managing Stress, Sage, 2011

OBJECTIVE:
- To understand the various advanced databases used in the organization
- To be aware of recent trends in database management

UNIT I  INTRODUCTION  9
DBMS Models - Multimedia Databases, Parallel Databases, embedded, web, spatial, temporal databases, Virtualization, Active Databases - Embedded databases - Web databases.
UNIT II DATABASE IMPLEMENTATION

UNIT III DISTRIBUTED DATABASES

UNIT IV OBJECT ORIENTED DATABASES
Object Oriented Concepts – Data Object Models – Object Oriented Databases – Issues in OODBMS - Object Oriented Relational Databases – Object Definition Languages – Object Query Languages

UNIT V EMERGING TRENDS
Data Mining – Data warehousing – Star, Snowflake, Fact Constellation; open source database systems, Scripting Language, JDBC, ODBC

TOTAL: 45 PERIODS

OUTCOMES
- Awareness of database models
- Knowledge of database technologies

TEXT BOOKS
1. Peter Rob, Carlos Coronel, Database System and Design, Implementation and Management, 7th edition, Cengage Learning,

REFERENCES

OBJECTIVE
- To understand basics of cloud computing for business management

UNIT I INTRODUCTION
UNIT II IMPLEMENTATION AND CONTROL

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

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

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

TOTAL: 45 PERIODS

OUTCOME
• Knowledge of various applications on cloud for efficient business management

TEXTBOOK

REFERENCES

BA7033 DATAMINING FOR BUSINESS INTELLIGENCE

OBJECTIVE
• To know how to derive meaning form huge volume of data and information
• To understand how knowledge discovering process is used in business decision making

UNIT I INTRODUCTION
Data mining, Text mining, Web mining, Spatial mining, Process mining, BI process- Private and Public intelligence, Strategic assessment of implementing BI

UNIT II DATA WAREHOUSING
Data ware house – characteristics and view - OLTP and OLAP - Design and development of data warehouse, Meta data models, Extract/ Transform / Load (ETL) design
UNIT III  DATA MINING TOOLS, METHODS AND TECHNIQUES  
Regression and correlation; Classification- Decision trees; clustering –Neural networks; Market basket analysis- Association rules-Genetic algorithms and link analysis, Support Vector Machine, Ant Colony Optimization

UNIT IV  MODERN INFORMATION TECHNOLOGY AND ITS BUSINESS OPPORTUNITIES  
Business intelligence software, BI on web, Ethical and legal limits, Industrial espionage, modern techniques of crypto analysis, managing and organizing for an effective BI Team.

UNIT V  BI AND DATA MINING APPLICATIONS  
Applications in various sectors – Retailing, CRM, Banking, Stock Pricing, Production, Crime, Genetics, Medical, Pharmaceutical.

OUTCOMES
- Big Data Management
- Appreciate the techniques of knowledge discovery for business applications

TEXTBOOKS
1. Jaiwei Ham and Micheline Kamber, Data Mining concepts and techniques, Kauffmann Publishers 2006
2. Efraim Turban, Ramesh Sharda, Jay E. Aronson and David King, Business Intelligence, Prentice Hall, 2008.

REFERENCES
5. G. K. Gupta, Introduction to Data mining with Case Studies, Prentice hall of India, 2011
7. Elizabeth Vitt, Michael Luckевич Stacia Misner, Business Intelligence, Microsoft, 2011
9. Galit Shmueli, Nitin R. Patel and Peter C. Bruce, Data Mining for Business Intelligence – Concepts, Techniques and Applications Wiley, India, 2010

BA7034  DECISION SUPPORT SYSTEM AND INTELLIGENT SYSTEMS  

OBJECTIVE
- To understand the components of DSS and IS
- To know the appropriate model to be used for a problem

UNIT I  INTRODUCTION  
Management Support systems, Decision making, Models, DSS Overview, Data, Model, Knowledge Management system.
UNIT II DATA AND MODEL MANAGEMENT SYSTEMS  
Data Collection, Data Warehousing, Data Mining, Data visualization, Modeling, Static and dynamic, Optimization, Heuristic, Simulation, Multidimensional modeling.

UNIT III GSS, ENTERPRISE DSS, KMS  
Group support system, Technologies, Enterprise DSS, Knowledge management methods, Technologies, Tools.

UNIT IV KNOWLEDGE BASED DSS  
Artificial Intelligence, Expert System, Knowledge Acquisition and validation, Knowledge representation, Inference techniques.

UNIT V ADVANCED INTELLIGENT SYSTEMS  
Neural Computing, Fuzzy Logic, Intelligent Agents, Implementation, Integration, Intelligent DSS.

OUTCOME  
- Knowledge of designing DSS/IS for specific problems

TEXT BOOK  

REFERENCES  

BA7035 E - BUSINESS MANAGEMENT  
L T P C 3 0 0 3

OBJECTIVE  
- To understand the practices and technology to start an online business

UNIT I INTRODUCTION TO e-BUSINESS  

UNIT II TECHNOLOGY INFRASTRUCTURE  
Internet and World Wide Web, internet protocols - FTP, intranet and extranet, information publishing technology- basics of web server hardware and software.

UNIT III BUSINESS APPLICATIONS  
Consumer oriented e-business – e-tailing and models - Marketing on web – advertising, e-mail marketing, affiliated programs - e-CRM; online services, Business oriented e-business, e-governance, EDI on the internet, Delivery management system, Web Auctions, Virtual communities and Web portals – social media marketing
UNIT IV  e-BUSINESS PAYMENTS AND SECURITY  9
E-payments - Characteristics of payment of systems, protocols, e-cash, e-cheque and Micro

UNIT V  LEGAL AND PRIVACY ISSUES  8
Legal, Ethics and privacy issues – Protection needs and methodology – consumer protection, cyber
laws, contracts and warranties, Taxation and encryption policies.

OUTCOME
• To know how to build and manage an e-business

TEXT BOOKS
1. Harvey M.Deitel, Paul J.Deitel, Kate Steinbuhler, e-business and e-commerce for managers,
Pearson, 2011.
2. Efraim Turban, Jae K. Lee, David King, Ting Peng Liang, Deborrah Turban, Electronic

REFERENCES
1. Parag Kulkarni, Sunita Jahirabadkao, Pradeep Chande, e business, Oxford University Press,
2012.
3. Gary P. Schneider, Electronic commerce, Thomson course technology, Fourth annual edition,
2007
5. Kamllesh K.Bajaj and Debjani Nag, Ecommerce- the cutting edge of Business, Tata
UNIT IV  POST IMPLEMENTATION  8
Maintenance of ERP - Organizational and Industrial impact; Success and Failure factors of ERP Implementation.

UNIT V  EMERGING TRENDS ON ERP  9

OUTCOMES
• Knowledge of ERP implementation cycle
• Awareness of core and extended modules of ERP

TOTAL: 45 PERIODS

TEXTBOOK

REFERENCES
4. Mahadeo Jaiswal and Ganesh Vanapalli, ERP Macmillan India, 2009
OUTCOME
• Knowledge of components in KMS and how to use in business environment for effective decision making

TEXTBOOK

REFERENCES

BA7038 SOFT COMPUTING

OBJECTIVE
• To gain knowledge about soft computing for business decisions

UNIT I INTRODUCTION
History and Applications of Artificial Intelligence – Algorithmic versus Heuristic reasoning, Representation and Intelligence. Knowledge Representation: Rule based, Model based, Case based and hybrid systems. Logic based Abductive Inference, Stochastic approach to uncertainty.

UNIT II GENETIC ALGORITHMS
Introduction to Genetic Algorithms (GA) : Reproduction, Cross over, Mutation - Applications and software — Intelligent Agents – Multiple Agents and Data Mining – Distributed Artificial Intelligence.

UNIT III NEURAL NETWORKS

UNIT IV FUZZY LOGIC

UNIT V HYBRID SYSTEMS

TOTAL: 45 PERIODS

OUTCOME
• Knowledge of soft computing techniques and its application in business

TEXT BOOKS:
REFERENCES:

BA7039 SOFTWARE PROJECT AND QUALITY MANAGEMENT

OBJECTIVE
- To understand project management cycle in software development
- To study various project estimation and quality models in software development

UNIT I INTRODUCTION

UNIT II SOFTWARE METRICS
Goal, Question, Metric (GQM) model, Product Quality metrics, In process Quality metrics, Metrics for software maintenance and testing, Complexity Metrics.

UNIT III SOFTWARE PROJECT ESTIMATION

UNIT IV SOFTWARE QUALITY

UNIT V SOFTWARE QUALITY ASSURANCE

OUTCOMES
- Knowledge of software development process and quality models
- Knowledge of software project estimation and quality assurance

TEXTBOOKS

REFERENCES
OBJECTIVE:
- To gain insights about the importance of lean manufacturing and six sigma practices.

UNIT I  LEAN & SIX SIGMA BACKGROUND AND FUNDAMENTALS 9
Historical Overview – Definition of quality – What is six sigma - TQM and Six sigma - lean manufacturing and six sigma- six sigma and process tolerance – Six sigma and cultural changes – six sigma capability – six sigma need assessments - implications of quality levels, Cost of Poor Quality (COPQ), Cost of Doing Nothing – assessment questions

UNIT II  THE SCOPE OF TOOLS AND TECHNIQUES 9

UNIT III  SIX SIGMA METHODOLOGIES 9
Design For Six Sigma (DFSS),Design For Six Sigma Method - Failure Mode Effect Analysis (FMEA), FMEA process - Risk Priority Number (RPN)- Six Sigma and Leadership, committed leadership – Change Acceleration Process (CAP)- Developing communication plan – Stakeholder

UNIT IV  SIX SIGMA IMPLEMENTATION AND CHALLENGES 9
Tools for implementation – Supplier Input Process Output Customer (SIPOC) – Quality Function Deployment or House of Quality (QFD) – alternative approach –implementation – leadership training, close communication system, project selection – project management and team – champion training – customer quality index – challenges – program failure, CPQ vs six sigma, structure the deployment of six sigma – cultural challenge – customer/internal metrics

UNIT V  EVALUATION AND CONTINUOUS IMPROVEMENT METHODS 9
Evaluation strategy – the economics of six sigma quality, Return on six Sigma (ROSS), ROI, poor project estimates – continuous improvement – lean manufacturing – value, customer focus, Perfection, focus on waste, overproduction – waiting, inventory in process (IIP), processing waste, transportation, motion, making defective products, underutilizing people – Kaizen – 5S

TOTAL: 45 PERIODS

OUTCOME:
- The student would be able to relate the tools and techniques of lean sigma to increase productivity

REFERENCES:
3. Fred Soleimannejad , Six Sigma, Basic Steps and Implementation, AuthorHouse, 2004
OBJECTIVE :

- To learn the need and importance of logistics in product flow.

UNIT I - INTRODUCTION
Definition and Scope of Logistics – Functions & Objectives – Customer Value Chain – Service Phases and attributes – Value added logistics services – Role of logistics in Competitive strategy – Customer Service

UNIT II - DISTRIBUTION CHANNELS AND OUTSOURCING LOGISTICS
Distribution channel structure - channel members, channel strategy, role of logistics and support in distribution channels. Logistics requirements of channel members. Logistics outsourcing – catalysts, benefits, value proposition. Third and fourth party logistics. Selection of service provider.

UNIT III - TRANSPORTATION AND PACKAGING

UNIT IV - PERFORMANCE MEASUREMENT AND COSTS

UNIT V - CURRENT TRENDS

OUTCOME :

- To enable an efficient method of moving products with optimization of time and cost.

TEXT BOOKS

REFERENCES
OBJECTIVE:
• Understand how material management should be considered for profitability

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

UNIT II MATERIALS PLANNING

UNIT III INVENTORY MANAGEMENT
Policy Decisions–objectives-control -Retail Discounting Model, Newsvendor Model; EOQ and EBQ models for uniform and variable demand With and without shortages -Quantity discount models. Probabilistic inventory models.

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

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

TOTAL: 45 PERIODS

OUTCOME:
• Student gains knowledge on effective utilisation of materials in manufacturing and service organisation

TEXT BOOK

REFERENCES
COURSE OBJECTIVE:
- To provide with a comprehensive understanding of multitude of tools that can be used in designing business processes

UNIT I INTRODUCTION

UNIT II PROCESS FLOW

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

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

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

OUTCOMES:
- Ability to design business processes that are in alignment with the external requirements and provide right customer with right products and services

TEXT BOOKS:

REFERENCES:
OBJECTIVE:
- Understand the application of structured methods to develop a product

UNIT I  INTRODUCTION  9

UNIT II  PRODUCT PLANNING  9

UNIT III  PRODUCT CONCEPT  9

UNIT IV  INDUSTRIAL DESIGN AND DESIGN TOOLS  9

UNIT V  PATENTS  9

TOTAL: 45 PERIODS

OUTCOME
- Student gains knowledge on how a product is designed based on the needs of a customer

TEXT BOOKS

REFERENCES
UNIT II PLANNING AND BUDGETING 9

UNIT III SCHEDULING & RESOURCE ALLOCATION 9

UNIT IV CONTROL AND COMPLETION 9

UNIT V PROJECT ORGANISATION & CONFLICT MANAGEMENT 9

TOTAL: 45 PERIODS

OUTCOME:
• To apply project management principles in business situations to optimize resource utilization and time optimisation.

TEXT BOOKS

REFERENCES

BA7046 RESEARCH AND DEVELOPMENT MANAGEMENT L T P C
3 0 0 3

OBJECTIVE:
• To understand how to design and lead R&D processes and manage R&D Organization.

UNIT I INTRODUCTION 9

UNIT II INNOVATIVE ENVIRONMENT 9
Structural Components – Organizational Environment, Functional Organization, organization structure for innovation, Corporate R & D, Global R & D, Outsourcing R & D, Virtual R & D. Creativity – Tools –Climate - MBTI Creativity Index. Innovation – Pathways, sources, business analysis techniques

UNIT III R & D QUALITY MANAGEMENT 9
Quality management system, Good laboratory practices, Good management practice, Quality environmental management system- Data recording. TQM in R & D – Quality procedures, Continuous improvement, measurement techniques, Benchmarking.
UNIT IV PEOPLE AND R&D
Building scientific skills base - Skill audit process, skill requirements, skills gap assessment, selection & induction, Developing people – Performance management, reviewing and monitoring, appraisal schemes, T & D, Career Management & Development - Succession planning. R & D team Manager – Leadership, Creative groups.

UNIT V R & D SUPPORT

TOTAL: 45 PERIODS

OUTCOME:
- To ensure an effective, efficient and sustainable R & D

TEXTBOOKS
2. George F Thompson, The Management of Research and Development, Batsford, 1970

REFERENCES

BA7047 ROBUST DESIGN

OBJECTIVE:
- To learn about effective methods of experimental research design

UNIT I INTRODUCTION
Introduction to robust design - Robust Design and Experiments - Planning of experiments - Overview of quality by design - Quality loss function - ANOVA rationale - Single Factor Experiments.

UNIT II FACTORIAL EXPERIMENTS
Basic Definition and Principles - Two factor factorial design - tests on means - EMS rule - $2^K$ and $3^K$ factorial designs - Fractional factorial design.

UNIT III SPECIAL EXPERIMENTAL DESIGNS
Randomized blocks - Latin square design - Blocking and confounding - Response Surface method - Nested designs.

UNIT IV ORTHOGONAL EXPERIMENTS
Comparison of classical and Taguchi’s approach - Selection and application of orthogonal arrays for design - Conduct of experiments - collection and analysis of simple experiments - modifying orthogonal arrays - multi-response data analysis.
UNIT V  MAKING THE DESIGN ROBUST
Variability due to noise factors - classification of quality characteristics and parameters - objective functions - Parameter design - optimization using S/N ratios - attribute data analysis.

OUTCOME:
- Ability to effectively plan the framework for experimentation

TOTAL: 45 PERIODS

TEXT BOOK

REFERENCES

BA7048 SERVICES OPERATIONS MANAGEMENT

OBJECTIVE:
- To help understand how service performance can be improved by studying services operations management

UNIT I  INTRODUCTION
Services – Importance, role in economy, service sector – growth; Nature of services -Service classification , Service Package, distinctive characteristics , open-systems view; Service Strategy – Strategic service vision, competitive environment, generic strategies, winning customers; Role of information technology; stages in service firm competitiveness; Internet strategies - Environmental strategies.

UNIT II  SERVICE DESIGN
New Service Development – Design elements – Service Blue-printing - process structure – generic approaches –Value to customer; Retail design strategies – store size – Network configuration ; Managing Service Experience –experience economy, key dimensions ; Vehicle Routing and Scheduling

UNIT III  SERVICE QUALITY

UNIT IV  SERVICE FACILITY
Servicescapes – behaviour - environmental dimensions – framework; Facility design – nature, objectives, process analysis – process flow diagram, process steps, simulation; Service facility layout; Service Facility Location – considerations, facility location techniques – metropolitan metric, Euclidean, centre of gravity, retail outlet location , location set covering problem

UNIT V  MANAGING CAPACITY AND DEMAND
Managing Demand – strategies; Managing capacity – basic strategies, supply management tactics, operations planning and control; Yield management; Inventory Management in Services– Retail Discounting Model, Newsvendor Model; Managing Waiting Lines –Queuing systems, psychology of waiting; Managing for growth- expansion strategies, franchising , globalization.

TOTAL: 45 PERIODS
OUTCOME:
- To design and operate a service business using the concepts, tools and techniques of service operations management.

TEXT BOOKS

REFERENCES

BA7049 SUPPLY CHAIN MANAGEMENT

OBJECTIVE:
- To help understand the importance of and major decisions in supply chain management for gaining competitive advantage.

UNIT I INTRODUCTION

UNIT II STRATEGIC SOURCING

UNIT III SUPPLY CHAIN NETWORK

UNIT IV PLANNING DEMAND, INVENTORY AND SUPPLY

UNIT V CURRENT TRENDS

TOTAL: 45 PERIODS
OUTCOMES:
- Ability to build and manage a competitive supply chain using strategies, models, techniques and information technology.

TEXT BOOKS

REFERENCES

BA7050 ADVANCED DATA ANALYSIS L T P C
3 0 0 3

OBJECTIVE
- To know various multivariate data analysis techniques for business research.

UNIT I INTRODUCTION 8
Introduction – Basic concepts – Uni-variate, Bi-variate and Multi-variate techniques – Types of multivariate techniques – Classification of multivariate techniques – Guidelines for multivariate analysis and interpretation – Approaches to multivariate model building.

UNIT II PREPARING FOR MULTIVARIATE ANALYSIS 8

UNIT III MULTIPLE LINEAR REGRESSION ANALYSIS, FACTOR ANALYSIS, AND CANONICAL CORRELATION ANALYSIS 10
Multiple Linear Regression Analysis – Introduction – Basic concepts – Multiple linear regression model – Least square estimation – Inferences from the estimated regression function – Validation of the model.

UNIT IV MULTIPLE DISCRIMINANT ANALYSIS, CLUSTER ANALYSIS AND CONJOINT 10
UNIT V  MULTI DIMENSIONAL SCALING AND ADVANCED TECHNIQUES  9
Multi Dimensional Scaling – Definitions – Objectives – Basic concepts – Scaling techniques –
Attribute and Non-Attributes based MDS Techniques – Interpretation and Validation of models.
Advanced Techniques – Structural Equation modeling – Basic concepts – Stages in SEM –
Application of SEM in business research.

OUTCOME
• Knowledge on the applications of multivariate data analysis.

TEXT BOOK
1. Joseph F Hair, Rolph E Anderson, Ronald L. Tatham & William C. Black, Multivariate Data

REFERENCES
   Hall, New Delhi, 2005.
3. David R Anderson, Dennis J Seveency, and Thomas A Williams, Statistics for Business and
   Economics, Thompson, Singapore, 2002

BA7051 BUSINESS ETHICS, CORPORATE SOCIAL RESPONSIBILITY AND GOVERNANCE  3 0 0 3

OBJECTIVE:
• To have grounding on theory through the understanding of real life situations and cases.

UNIT I  INTRODUCTION  9
Definition & nature Business ethics, Characteristics, Ethical theories; Causes of unethical behavior;
Ethical abuses; Work ethics; Code of conduct; Public good.

UNIT II  ETHICS THEORY AND BEYOND  9
Management of Ethics - Ethics analysis [ Hosmer model ]; Ethical dilemma; Ethics in practice -
effects for managers; Role and function of ethical managers- Comparative ethical behaviour of
managers; Code of ethics; Competitiveness, organizational size, profitability and ethics; Cost of
effects in Corporate ethics evaluation. Business and ecological / environmental issues in the Indian
context and case studies.

UNIT III  LEGAL ASPECTS OF ETHICS  9
Political – legal environment; Provisions of the Indian constitution pertaining to Business; Political
setup – major characteristics and their implications for business; Prominent features of MRTP &
FERA. Social – cultural environment and their impact on business operations, Salient features of
Indian culture and values.

UNIT IV  ENVIRONMENTAL ETHICS  9
Economic Environment; Philosophy of economic grow and its implications for business, Main
features of Economic Planning with respect to business; Industrial policy and framework of
government contract over Business; Role of chamber of commerce and confederation of Indian
Industries.

UNIT V  CORPORATE SOCIAL RESPONSIBILITY AND GOVERNANCE  9
Definition- Evolution- Need for CSR; Theoretical perspectives; Corporate citizenship; Business
practices; Strategies for CSR; Challenges and implementation; Evolution of corporate governance;
Governance practices and regulation; Structure and development of boards; Role of capital market
and government; Governance ratings; Future of governance- innovative practices; Case studies with lessons learnt.

**OUTCOME:**
- To understand ethical issues in workplace and be able to find solution for ‘most good’.

**TEXT BOOKS**

**REFERENCES**
3. Philip Kotler and Nancy Lee, Corporate social responsibility: doing the most good for company and your cause, Wiley, 2005.
5. Satheesh kumar, Corporate governance, Oxford University, Press, 2010.

**BA7052 CREATIVITY AND INNOVATION**

**OBJECTIVES:**
- To understand the nuances involved in Creativity & Innovation.
- To get hands on experience in applying creativity in problem solving.

**UNIT I INTRODUCTION**
Need for Creative and innovative thinking for quality – Essential theory about directed creativity, components of Creativity, Methodologies and approaches, individual and group creativity, organizational role in creativity, types of innovation, barriers to innovation, innovation process, establishing criterion for assessment of creativity & innovation.

**UNIT II MECHANISM OF THINKING AND VISUALIZATION**
Definitions and theory of mechanisms of mind heuristics and models : attitudes, Approaches and Actions that support creative thinking - Advanced study of visual elements and principles- line, plane, shape, form, pattern, texture gradation, color symmetry. Spatial relationships and compositions in 2 and 3 dimensional space - procedure for genuine graphical computer animation – Animation aerodynamics – virtual environments in scientific Visualization – Unifying principle of data management for scientific visualization – Visualization benchmarking

**UNIT III CREATIVITY**
Methods and tools for Directed Creativity – Basic Principles – Tools that prepare the mind for creative thought – stimulation – Development and Actions: - Processes in creativity ICEDIP – Inspiration, Clarification, Distillation, Perspiration, Evaluation and Incubation – Creativity and Motivation The Bridge between man creativity and the rewards of innovativeness – Applying Directed Creativity.
UNIT IV CREATIVITY IN PROBLEM SOLVING
Generating and acquiring new ideas, product design, service design – case studies and hands-on exercises, stimulation tools and approaches, six thinking hats, lateral thinking – Individual activity, group activity, contextual influences.

UNIT V INNOVATION

TOTAL: 45 PERIODS

Note: Students will undergo the entire programme similar to a Seminar. It is activity based course. Students will undergo the programme with both theoretical and practical content. Each student will be required to come out with innovative products or services. This will be evaluated by the faculty member(s) handling the course and the consolidated marks can be taken as the final mark. No end semester examination is required for this course

OUTCOMES:
• Student will be equipped to apply his/her creative and innovative skills in solving complex problems confronting corporate realm.

REFERENCES
2. Geoffrey Petty, “how to be better at Creativity”, The Industrial Society 1999

BA7053 MANAGEMENT OF INTELLECTUAL PROPERTY RIGHTS L T P C
3 0 0 3

OBJECTIVE:
• To give an Idea about intellectual property rights and its valuation.

UNIT I
Introduction To IPRs, Basic concepts of Intellectual Property- Patents Copyrights, Geographic Indicators, History of IPRs- the way from WTO to WIPO- TRIPS, Nature of Intellectual Property, Industrial Property, Technological Research, Inventions and Innovations.

UNIT II
New Developments in IPR, Procedure for grant of Patents, TM, GIs, Trade Secrets, Patenting under PCT, Administration of Patent system in India, Patenting in foreign countries.

UNIT III

UNIT IV
Strategies for investing in R&D, Patent Information and databases, IPR strength in India, Traditional Knowledge, Case studies.
UNIT V
The technologies, Know how, concept of ownership, Significance of IP in Value Creation, IP Valuation and IP Valuation Models, Application of Real Option Model in Strategic Decision Making, Transfer and Licensing.

TOTAL: 45 PERIODS

OUTCOME:
- To apply intellectual property management to enhance firm value.

TEXT BOOKS
2. Intellectual Property rights and copyrights , Ess Ess Publications.

REFERENCES
4. Tejaswini Apte, A single guide to Intellectual property rights, Biodiversity and Traditional knowledge.

BA7054 SELF AWARENESS AND MANAGEMENT

OBJECTIVES :
- Understand the significance of Self Awareness and Management.

UNIT I UNDERSTANDING AND RESOLVING HUMAN CONFLICT THROUGH SELF-AWARENESS
Martin Buber’s “I-Thou” vs “I-It” relationships - Basics of Behaviour - Outer behaviour vs Inner ‘way of being’ - Genesis of 'heart at war’ and consequent inner violence - Getting stuck in the ego-trap - Ego-entrapment and self-deception - Finding and sustaining a ‘heart at peace’ - Stressors in human conflict resolution.

UNIT II EVOLVING HUMAN CONSCIOUSNESS
Finding life purpose - Maslow’s Theory ; Gebser’s model; Sufi model - TELOS model of ‘self’- Instrumental parts of being- physical, vital, mental-Causal nature: higher self, deeper self, ego-self-Subconscient and subliminal; Supramental forces- Newer Models in self awareness.

UNIT III PRESENT MOMENT AWARENESS, COHERENCE AND EQUANIMITY
Traditional practices of ‘mindfulness’ -Developing Attention, Concentration, Equanimity and Insight; Coherence in Human Physiology – Rhythms of Breathing,‘prana’- Heart Rate Variability- Brain waves.

UNIT IV HEART-CENTRED LIVING
Sufi practices for developing and sustaining - optimism, vision and idealism(‘elevated heart’)- care, compassion and healing (‘deep heart’)- appreciation of beauty and harmony- seeing wider perspectives (‘broad heart’) - passion for truth, discovering life-purpose - creative and courageous action (‘driving heart’)- spiritual energy and inner light (‘full heart’).

UNIT V BENEFITS AND EMERGING TRENDS IN SELF AWARENESS & MANAGEMENT
Case Study of “Siddhartha” - Personalities in Management of Self awareness - Benefits to Individuals - Benefits to Teams - Benefits to Organisation - Benefits to the Society - Benefits to the stakeholders- Emerging Trends.

TOTAL: 45 PERIODS
OUTCOME:
- Possess Managerial Competence through Self Awareness.

REFERENCES