

ACADEMIC REGULATIONS,
COURSE STRUCTURE
AND
DETAILED SYLLABUS

MASTER OF BUSINESS ADMINISTRATION



**LAKIREDDY BALIREDDY COLLEGE OF ENGINEERING
(AUTONOMOUS)**

**(Approved by AICTE, Accredited by NBA,
Affiliated to JNTUK and ISO 9001: 2000 Certified)**

**L.B.Reddy Nagar :: Mylavaram-521 230 :: Krishna District
ANDHRA PRADESH STATE**

Academic Regulations for MBA Autonomous Stream: 2010-2011 Batch

S. No	DESCRIPTION	PAGE NO
01	Introduction	3
02	Program Offered	3
03	Eligibility Criteria for Admission	3
04	Award of MBA degree	4
05	Duration of the Program	4
06	Semester-wise distribution of credits	4
07	Distribution and Weightage of Marks	5
08	Attendance Regulations & Condonation	7
09	Minimum Academic Requirements	8
10	Course Pattern	9
11	Evaluation of project work	9
12	Award of Grade	10
13	Minimum Instruction days	12
14	General	12
15	Transitory Regulations	13
16	Course Code and Course Numbering Scheme	14
17	Medium of Instruction	16
18	Amendments to Regulations	16
19	Grade Card	16
20	Conduct and Discipline	17
21	Award of Rank	19
22	Malpractices	19
23	Course structure	20
24	Syllabus	23

ACADEMIC REGULATIONS MBA (Regular-Autonomous)**1. Introduction:**

Academic Program of the institute is governed by rules and regulations as approved by the Academic Council, which is the highest Academic body of the Institute.

These academic rules and regulations are applicable to the students admitted during academic year 2010-11 into first year of two year postgraduate program offered by the college leading to Master of Business Administration (MBA) degree.

1.1 Lakireddy Balireddy College of Engineering, Mylavaram, an autonomous institution, follows Semester pattern for all two years of its postgraduate MBA program with internal and external evaluation.

1.2 Semester Pattern: Each academic year shall be divided into two semesters, each of 20 week duration, including instruction, evaluation, etc. Each semester consists of a minimum of 95 instruction days with at least 35 to 40 contact periods per week.

2. Program Offered by School of Management Studies:

Presently, the college is offering MBA Post Graduation program under School of Management Studies

3. Eligibility for Admissions:

Admission to the above programme shall be made subject to the eligibility and qualifications prescribed by the I-CET convener from time to time. Admissions shall be made on the basis of merit rank obtained by the qualifying candidate at an entrance test conducted by I-CET convener.

Award of MBA Degree:

- A student will be declared eligible for the award of MBA Degree if he/she fulfils the following academic regulations.
- i) Pursued the course of study for not less than two academic years and not more than four academic years.
 - ii) Registered for 130 credits and the candidate must secure all the 130 credits.
- A Student, who fails to fulfill all the academic requirements for the award of the degree within four academic years from the year of admission, shall forfeit his/her seat in MBA course.

5. Duration of the Program:

Students, who fail to fulfill all the academic requirements for the award of the degree within minimum of four academic years, shall forfeit their seat in MBA course.

6. Semester- wise distribution of Credits:

Year	I-Sem. Credits	II – Sem. Credits	Total Credits
First Year	Theory 28 + Labs 4 credits	Theory 28 + Industry Analysis and Report Presentation 2+ Data tools Lab 2 Credits	64
Second Year	Theory 32 Credits+ Project Internship 2 Credits	Theory 24 + Course End Project and Personal Viva-Voce 8 credits	66
Total :			130

- i) The Industry Analysis and Report Presentation will be done by the candidate at the end of second semester under the guidance of a faculty member.
- ii) Project Internship will be done by the candidate before III Semester in corporate companies.
- iii) At the end of fourth semester students will have to undergo project viva voce, and shall submit a detailed report on that work.
- iv) Every student shall face a viva-voce examination on the completed project report.

7. Distribution and Weightage of Marks:

- The entire course consists of 28 theory papers, 3 labs, 1 Industry Analysis and Report Presentation, 1 Project Internship and 1 course end project.
- Every theory subject has 4 Credits and Labs, Industry Analysis and Report Presentation, Project Internship has 2 Credits each and Course end project carries 8 credits.
- The total syllabus of each subject consists of 5 units.
- The internal exams will be conducted twice in a semester. The duration of the internal exam is 120 minutes.
- The descriptive type question paper should be for 25 marks. Out of 5 questions given, Students have to answer any four Questions including Case study.
- The syllabus for 1st internal will be 1 and 2 units where as the remaining three units are earmarked for 2nd internal exam.

- For Labs (Practical subjects) total maximum marks 50, of which 20 marks will be awarded on the basis of internal day to day evaluation assessment and 30 marks will be awarded based on the performance of the student at external practical exam.
- The purpose of including a Report Writing and Class room seminar in the curriculum is to give exposure to the students on current trends of business.
- Course End Project: Out of a total 200 marks for the course end project work, 100 marks will be for the report and another 100 marks for Viva-voce Exam.
- The laboratory records and internal test papers shall be preserved by the department.

Distribution of subjects, Labs & Projects:

1 st Semester	-	7 Theories and 2 Labs
2 nd Semester	-	7 Theories and 1 Industry Analysis and Report Presentation and Lab.
3 rd Semester	-	8 Theory (4 common + 4 Specialization) and Summer Project Internship
4 th Semester	-	6 Theory (2 common + 4 Specialization) and 1 Course End Project and Personal Viva-Voce Exam.

- For every theory subject the distribution of marks for internal exams evaluation would be 40 marks and external exams evaluation would be 60 marks.

➤ The internal marks 40 will be subdivided into 3 parts.

1. Internal (Descriptive Exam)	-	25*
2. Report Writing	-	5**
3. Class Room Seminar	-	5**
4. Weightage for Attendance	-	5***

* For theory subjects, during the semester there shall be 2 tests, for duration of 120 min.

First descriptive test to be conducted in 1 & 2 units and the second test to be conducted in rest of 3 units in each subject. However, the weightage (75% from best + 25% from least) of the 2 tests shall be considered for awarding 25 marks.

** The Student is required to submit a Report and give Seminar in each subject.

** The marks awarded for Report writing and Seminar will be added to internal descriptive exams marks.

*** Weightage Marks subject to a maximum of 5 will be awarded to students for their attendance. The weightage is based on the varying attendance as illustrated in table 8.1.

8. Attendance Regulations & Condonation:

- i) A student shall be eligible to appear for University examinations, if acquired a minimum of 75% of attendance in aggregate of all the subjects.
- ii) Condonation of shortage of attendance in aggregate up to 10% (65% and above and below 75%) in each semester or I year may be granted by the College Academic Committee.
- iii) A Student will not be promoted to the next semester unless he satisfies the attendance requirement of the present semester / I year applicable. They may seek

re-admission for that semester / I year when offered next.

- iv) Due weightage in each of the subjects shall be given to the attendance. Marks not exceeding 5 shall be given to all such candidates who satisfies the following criteria

% of attendance	Marks
≥ 90	5
≥ 85 to < 90	4
≥ 80 to < 85	3
> 75 to < 80	2
$= 75$	1

Table No. 8.1

- v) Shortage of Attendance below 65% in aggregate shall in no case be condoned.
- vi) Students whose shortage of attendance is not condoned in any semester / I year are not eligible to take their end examination of that class and their registration shall stand cancelled.
- vii) A stipulated fee shall be payable towards condonation of shortage of attendance.

9. Minimum Academic Requirements:

The following requirements have to be satisfied in addition to the attendance

requirements mentioned in item no .5.

- i) A student shall satisfy the minimum academic requirements and earn the credits allotted to each theory subject and practical component, if he/she secures not less than 40% of marks in the external examination and a minimum of 50% of marks at the end of the semester in each of the subject in which candidate had appeared.

- ii) Students who fail to earn 130 credits as indicated in the course structure including compulsory subjects as indicated in tables within two academic years from the year of their admission shall forfeit their seat in the course and their admission shall stand cancelled.

10. Course pattern:

- i) The entire course of study is of two academic years. Each academic year shall have two semesters.
- ii) A student eligible to appear for the end examinations in a subject, but absent for it or has failed in the examination may appear for the subject only with their successor batch of students i.e., juniors.
- iii) All admitted students have to study any two Specializations out of offered areas during their course of 2nd year of study at the institute. The following shall be the programme of study of electives.

2 nd year	No. of Electives
Sem - I	2 (Spl I) + 2 (Spl II) = 4
Sem - II	2 (Spl I) + 2 (Spl II) = 4
Total	8

Table No. 10.1

11. Evaluation of Project Work:

- a. A Project Review Committee (PRC) shall be constituted with Principal/Director as chairperson, head of the department and two other senior faculty members of the department.
- b. Registration of Course end Project work: A Candidate is permitted to register for the project work after satisfying the attendance requirement of all the courses (theory and practical courses) up to III semester.
- c. Every candidate shall work on projects approved by the PRC.

- d. A student has to undergo practical training for a period of 6 weeks in a Corporate Enterprise between II and III Semester. In training period the candidates should work on a specific problem relating their subjects' knowledge. At the end of practical training, the student should submit a certificate obtained from the organization. The student should prepare a Project Report under the supervision of a faculty guide. However, the students who prepare Project Report in the area of systems can also work under the guidance of Faculty member from Computer Science Department.
- e. Four copies of Project dissertation certified by the Project supervisor shall be submitted to the Department.
- f. The viva-voce examination of the project report shall be conducted by PRC, the Head of the Department and Supervisor. The Candidate should have to secure minimum 50% marks in Project report and viva-voce. Head of the Department shall coordinate and make arrangements for the conduct of viva-voce examination.
- g. If the candidate fails to secure minimum 50% of marks in project report and viva-voce, the candidate will retake the viva-voce examination after three months. If he fails to get minimum marks at the second viva-voce examination, he will not be eligible for the award of the degree, unless the candidate is asked to revise and resubmit. If the candidate fails to secure minimum marks again, the project shall be summarily rejected.

12. Award of Grade:

After a student has satisfied the requirement prescribed for the completion of the program and is eligible for the award of MBA. Degree he shall be placed in one of the following four grades. The award of the degree is on a grade point of scale 4 which is being currently adopted by all foreign universities. The grade points are awarded as follows:

Points	Title
≥ 3	Distinction
≥ 2.4 and < 3	First Class
≥ 2 and < 2.4	Pass
< 2	Fail

Table No. 12.1

Based on the performance of every candidate, the following shall be the criteria for the award of letter grades at the end of each semester for each subject/lab/project/report/viva voce.

Marks Scored	Grades	Grade Points
≥ 90	S	4.00
≥ 85 to < 90	A+	3.67
≥ 80 and < 85	A	3.33
≥ 75 and < 80	B+	3.00
≥ 70 and < 75	B	2.67
≥ 65 and < 70	C+	2.33
≥ 60 and < 65	C	2.00
≥ 55 and < 60	D	1.67
≥ 50 and < 55	E	1.33
< 50	F	0

Table No. 12.2

From the aggregate marks secured for the 130 Credits.

Calculation of Grade Points Average (GPA)* for semester

The performance of each student at the end of the each semester is indicated in terms of GPA. The SGPA is calculated as below:

$$GPA = \frac{\sum(CR \times GP)}{\sum CR}$$

Where **CR**= Credits of a course

GP = Grade points awarded for a course

* **GPA** is calculated for the candidates who passed all the courses in that year/semester.

Calculation of Cumulative Grade Point Average (CGPA) for Entire Program.

The CGPA is calculated as below:

$$CGPA = \frac{\sum(CR \times GP)}{\sum CR}$$

Where **CR**= Credits of a course

GP = Grade points awarded for a course

13. Minimum Instruction Days:

The minimum instruction for each semester shall be 95 working days excluding examination days.

14. General:

- a. Where the words "he" "him" "his", occur in the regulations, they include "she", "her", "hers".
- b. The academic regulation should be read as a whole for the purpose of any interpretation.
- c. In the case of any doubt or ambiguity in the interpretation of the above rules, the decision of the Director is final.
- d. The Institute may change or amend the academic regulations or syllabi at any time and the changes or amendments made shall

be applicable to all the students with effect from the dates notified by the Institute.

15. Transitory Regulations:

A candidate, who is detained or discontinued in the year/semester, on readmission shall be required to do all the courses in the curriculum prescribed for such batch of students in which the student joins subsequently. However, exemption will be given to those candidates who have already passed in such courses, which he/she had passed in the earlier semester(s) he/she was originally admitted into.

15.1 A student who is following the JNTU, Kakinada curriculum, detained due to lack of academics/attendance at the end of the first semester of second year, shall join the autonomous batch of Second Year first semester. Such students will study all the courses prescribed for that batch, in which the student joins. However, the student has to clear all his backlog subjects by appearing the supplementary examinations, conducted by JNTU, Kakinada and courses prescribed in Autonomous stream for the award of Degree.

15.2 A student who is following the JNTU, Kakinada curriculum, detained due to lack of academics/attendance at the end of the second semester of second year and also at the subsequent semesters, shall join with the autonomous batch at the appropriate semester. Such candidates shall be required to pass in all the courses in the program prescribed by concerned BOS for such batch of students, to be eligible for the award of degree. However, exemption will be given in all those courses of the semester(s) of the batch, which the candidate joins now, which he/she had passed earlier. The student has to clear all his backlog subjects by appearing the supplementary examinations, conducted by JNTU, Kakinada and Autonomous stream for the award of Degree. Marks secured by the students in JNTUK pattern will be converted into appropriate grade points as per

the autonomous grading system and the class will be awarded based on the academic performance of the student in the entire two years as per the guidelines of autonomous pattern.

15.3 specific student cases shall be handled as per the directions of BOS.

16. Course code and Course Numbering Scheme:

Course Numbers are denoted by five digit unique alpha numeric characters. First two digits are described in Table 16.1.

First Two Digits	Semesters
MB	For all the semesters

Table 16.1: First and second digits description

Third digit represents semester of offering as mentioned in Table No. 16.2. Fourth digit represents the syllabus revision number of the course.

THIRD DIGIT	DESCRIPTION
1	First Semester
2	Second Semester
3	Third Semester
4	Fourth Semester

Table 16.2: Third digit description

Fourth digit represents course type, as per Table No. 16.3

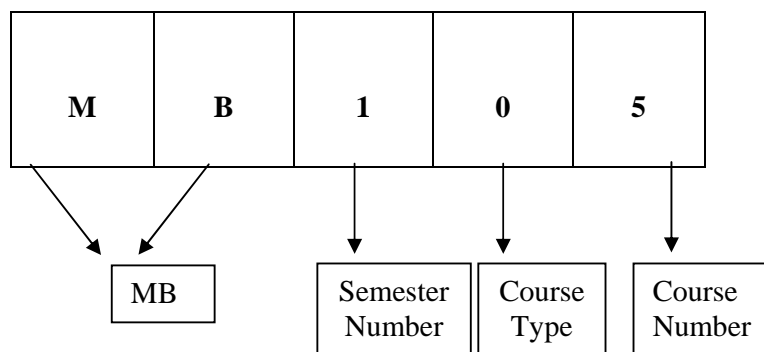
FOURTH DIGIT	Description
Theory*	0
Lab/projects	5
Finance	F
HRM	H
Marketing	M
Entrepreneurship	E
Banking and Insurance	B
Systems	S

Table 16.3: Course type description

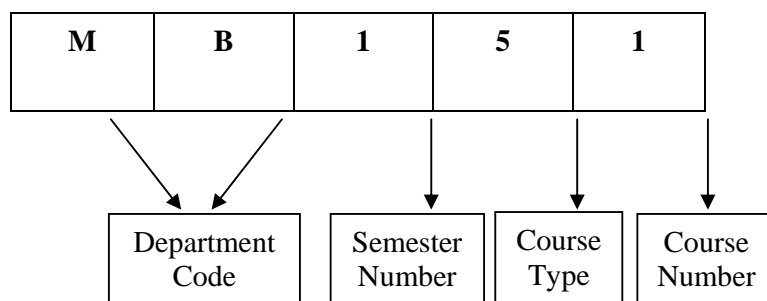
*fifth digit incase of electives

Fifth digit represents course number as described in Figure 1 below. However, few courses are given distinct codes.

For example, **MB105**, the course is offered in the semester I (**1**), the course is of theory type (**0**) and the course number in that semester (**5**).

**Figure 1: Course code description for courses**

For example, **MB 151**, the course is offered in MBA (**MB**); offered in the semester I (**1**), the course is of lab type (**5**) and the course number is (**1**), as given in figure.2 below.

**Figure 2: Course code description for courses**

For example, **MB 3F01**, the course is offered in MBA (**MB**); offered in the semester III (**3**), the course is of finance elective (**F**), the course is of theory type (**0**) and the elective number is (**1**), as given in the figure.3 below

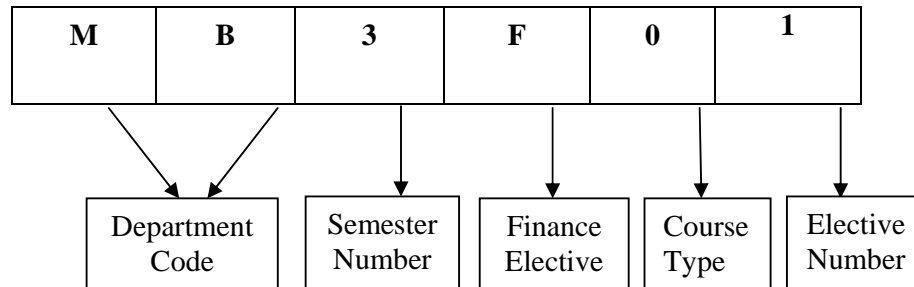


Figure 3: Course code description for courses

17. Medium of Instruction

The medium of instruction and examination is English.

18. Amendments to Regulations

The Academic council from time to time may revise, amend, or change the regulations, schemes of examinations, and/or syllabi.

19. Grade Card

The grade card issued shall contain the following:

- a) The credits for each course offered for that semester
- b) The letter grade obtained in each course
- c) The SGPA/CGPA
- d) Total number of credits earned by the student up to the end of that semester

Conduct And Discipline

- a) Students shall conduct themselves within and outside the premises of the Institute in a manner befitting the students of our Institution.
- b) As per the order of Honorable Supreme Court of India, ragging in any form is considered as a criminal offence and is banned. Any form of ragging will be severely dealt with.
- c) The following acts of omission and/or commission shall constitute gross violation of the code of conduct and are liable to invoke disciplinary measures with regard to ragging.
 - i. Lack of courtesy and decorum; indecent behavior anywhere within or outside the campus.
 - ii. Willful damage or distribution of alcoholic drinks or any kind of narcotics or of fellow students/citizens.
- d) Possession, consumption or distribution of alcoholic drinks or any kind of narcotics or hallucinogenic drugs.
- e) Mutilation or unauthorized possession of library books.
- f) Noisy and unseemly behaviour, disturbing studies of fellow students.
- g) Hacking in computer systems (such as entering into other person's areas without prior permission, manipulation and/or damage of computer hardware and software or any other cyber crime etc.
- h) Usage of camera cell phones in the campus.
- i) Plagiarism of any nature.
- j) Any other act of gross indiscipline as decided by the academic council from time to time.

- k) Commensurate with the gravity of offense, the punishment may be reprimand, fine, expulsion from the institute / hostel, debarment from the examination, disallowing the use of certain facilities of the Institute, rustication for a specified period or even outright expulsion from the Institute, or even handing over the case to appropriate law enforcement authorities or the judiciary, as required by the circumstances.
- l) For an offence committed in (i) a hostel (ii) a department or in a class room and (iii) elsewhere, the chief Warden, the Head of the Department and the principal respectively, shall have the authority to reprimand or impose fine.
- m) Cases of adoption of unfair means and/or any malpractice in an examination shall be reported to the director for taking appropriate action.
- n) All cases of serious offence, possibly requiring punishment other than reprimand, shall be reported to the Academic council.
- o) The Institute Level Standing Disciplinary Action Committee constituted by the academic council, shall be the authority to investigate the details of the offence, and recommend disciplinary action based on the nature and extent of the offence committed.
- p) The Director shall deal with any academic problem, which is not covered under these rules and regulations, in consultation with the Programs Committee in an appropriate manner, and subsequently such actions shall be placed before the academic council for ratification. Any emergency modification of regulation, approved by the academic council earlier, shall be reported to the academic council for ratification.
- q) **“Grievance and Redressal Committee” (General)** constituted by the Director shall deal with all grievances pertaining to the academic / administrative /disciplinary matters.
- r) All the students must abide by the code and conduct rules of the college.

21. Award Of Rank

The rank shall be awarded based on the following:

- i. Only such candidates who pass the Final semester examination at the end of the second academic year after admission as regular final semester students along with the others in their batch and become eligible for the award of the Degree shall be eligible for the award of rank. Candidates, who loose one or more years of study for any reason whatsoever are not eligible for the award of rank.
- ii. Ranks shall be awarded for the top five students appearing for the Regular external Examinations.
- iii. Award of prizes, scholarships, or any other Honours shall be based on the rank secured by a candidate, consistent with the desire of the Donor, wherever applicable.

22. Malpractices

- a) The Director shall refer the cases of malpractices in internal assessment tests and Semester-End Examinations, to a Malpractice Enquiry Committee, constituted by him/her for the purpose. Such committee shall follow the approved scales of punishment. The Director shall take necessary action, against the erring students basing on the recommendations of the committee.
- b) Any action on the part of candidate at an examination trying to get undue advantage in the performance at examinations or trying to help another, or derive the same through unfair means is punishable according to the provisions contained hereunder. The involvement of the Staff, who are in charge of conducting examinations, valuing examination papers and preparing/keeping records of documents relating to the examinations in such acts (inclusive of providing incorrect or misleading information) that infringe upon the course of natural justice to one and all concerned at the examination shall be viewed seriously and recommended for award of appropriate punishment after thorough enquiry.

COURSE STRUCTUREI-SEMESTER

Code No.	Name of the Course	Scheme of Instruction			Scheme of Examination		Total	credits
		Periods per Week			Maximum Marks			
		Lectures	Tutorial	Lab.	Internal	External		
MB101	Principles of Management	4	--	--	40	60	100	4
MB102	Managerial Economics	4	--	--	40	60	100	4
MB103	Financial Accounting	4	1	--	40	60	100	4
MB104	Statistics for Management	4	1	--	40	60	100	4
MB105	Business Environment	4	--	--	40	60	100	4
MB106	Business Communication	4	--	--	40	60	100	4
MB107	Information Technology for Managers	4	--	--	40	60	100	4
MB151	IT-Lab	--	--	2	20	30	50	2
MB152	Communication Lab	--	--	2	20	30	50	2
TOTAL		28	2	4	320	480	800	32

COURSE STRUCTUREII-SEMESTER

Code No.	Name of the Course	Scheme of Instruction			Scheme of Examination		Total	credits
		Periods per Week			Maximum Marks			
		Lectures	Tutorial	Lab.	Internal	External		
MB201	ORGANIZATIONAL BEHAVIOR	4	--	--	40	60	100	4
MB202	MARKETING MANAGEMENT	4	--	--	40	60	100	4
MB203	FINANCIAL MANAGEMENT	4	--	--	40	60	100	4
MB204	OPERATIONS RESEARCH	4	1	--	40	60	100	4
MB205	OPERATIONS MANAGEMENT	4	--	--	40	60	100	4
MB206	HUMAN RESOURCE MANAGEMENT	4	--	--	40	60	100	4
MB207	MANAGEMENT RESEARCH METHODS	4	--	--	40	60	100	4
MB251	Industry Analysis and Presentation	--	--	2	50	--	50	2
MB252	Data Tools Lab	--	1	2	20	30	50	2
TOTAL		28	2	4	370	430	800	32

COURSE STRUCTUREIII-SEMESTER

Code No.	Name of the Course	Scheme of Instruction			Scheme of Examination		Total	credits
		Periods per Week			Maximum Marks			
		Lectures	Tutorial	Lab.	Internal	External		
MB301	Strategic Management	4	--	--	40	60	100	4
MB302	Cost and Management Accountancy	4	--	--	40	60	100	4
MB303	Entrepreneurship	4	--	--	40	60	100	4
MB304	Business Laws and Corporate Governance	4	--	--	40	60	100	4
MB351	Project Internship	--	--	2	--	50	50	2
MB3_01	Elective 1	4	--	--	40	60	100	4
MB3_02	Elective 2	4	--	--	40	60	100	4
MB3_01	Elective 3	4	--	--	40	60	100	4
MB3_02	Elective 4	4	--	--	40	60	100	4
TOTAL		32	--	2	320	530	850	34

COURSE STRUCTUREIV-SEMESTER

Code No.	Name of the Course	Scheme of Instruction			Scheme of Examination		Total	credits
		Periods per Week			Maximum Marks			
		Lectures	Tutorial	Lab.	Internal	External		
MB401	Logistics & Supply Chain Management	4	--	--	40	60	100	4
MB402	Total Quality Management	4	--	--	40	60	100	4
MB451	Course End Project and Personal Viva-Voce	--	--	8	--	200	200	8
MB4_01	Elective 5	4	--	--	40	60	100	4
MB4_02	Elective 6	4	--	--	40	60	100	4
MB4_01	Elective 7	4	--	--	40	60	100	4
MB4_02	Elective 8	4	--	--	40	60	100	4
TOTAL		24	--	8	240	560	800	32

Dual Specialization

Specialization papers will be offered in six areas viz., Finance, Human Resources, Marketing, Banking & Insurance, Entrepreneurship and Systems, out of which students should choose any two specializations. In each specialization 1st and 2nd subjects will be offered in semester III, 3rd and 4th subjects will be offered in semester IV. A Specialization shall be offered with a minimum of 15 students.

Specializations

1. Finance

- 1) **3F01** - Security Analysis and Portfolio Management -
- 2) **3F02** - Financial Institutions and Services
- 3) **4F01**- International Financial Management
- 4) **4F02**- Financial Risk Management

2. HRM

- 1) **3H01**- Performance Management
- 2) **3H02**-Leadership & Team Building
- 3) **4H01**-Strategic Human Resource Management
- 4) **4H02**-Management of Change

3. Marketing

- 1) **3M01**-Services Marketing & Retail Management.
- 2) **3M02**-Advertising and Sales Promotion Management
- 3) **4M01**-Consumer Behaviour
- 4) **4M02**-Customer Relationship Management.

4. Entrepreneurship

- 1) **3E01**-Venture Creation
- 2) **3E02**-Project Management
- 3) **4E01**-Business opportunity Analysis & Report Preparation.
- 4) **4E02**-Idea Generation & Incubation.

5. Banking & Insurance

- 1) **3B01**-Insurance Management
- 2) **3B02**-Strategic Credit Management
- 3) **4B01**-Principles & Practices of Banking.
- 4) **4B02**-Merchant Banking & Financial Banking

6. Systems

- 1) **3S01**-Database Management Systems
- 2) **3S02**-E-Commerce.
- 3) **4S01**-Data Warehousing and Data Mining
- 4) **4S02**-Decision Support Systems

MB101: PRINCIPLES OF MANAGEMENT

Lecture	: 4 Periods/week	Internal Marks	: 40
Tutorial	:	External Marks	: 60
Credits	: 4	External Examination	: 3 Hrs

Objective: To familiarize students with the basic management concepts and theories.

UNIT - I

Management: definition, nature and importance, Goals, Levels of management; Managerial roles and functions; Administration vs. Management; Early management thoughts - Modern approaches to management- Recent Developments; Managing people and organizations in the context of New Era- Managing for competitive advantage - the Challenges of Management - Relevant Cases.

UNIT - II

Planning: Nature and Importance, Steps in planning, Types of planning, Levels of planning – The Planning Process – MBO: Process – Advantages and Disadvantages – MBO in Indian Context; Decision making – Significance - Types - Decision making process - Modern Approaches- Evaluating Decisions; Relevant Cases.

UNIT - III

Organizing: Nature of organizing- Formal and Informal – Organization levels and span of management- Organizational structure and Process; Departmentation - Modern Organisational Structures – Characteristics; Line and Staff concepts - Delegation, Centralization and Decentralization of authority; **Staffing:** Definition – Human Resource Planning - Principles, Process – Employee Turnover – Recruitment and Selection – Performance Appraisal - Relevant Cases.

UNIT - IV

Directing: Meaning, Assumptions of Human Behaviour, Theory X and Theory Y; Leadership: Definition, Dimensions – Leader Vs Manager – Trait approaches to leadership – leadership behavior and styles – Recent approaches to leadership; Managerial Grid; Communication: Process, Methods – Relevant Cases.

UNIT - V

Controlling: Nature and importance – Process – Feedback system – Requirements for effective control – Control techniques - Relevant Cases.

Relevant case study discussions in all units

TEXT BOOKS

1. Koontz, Weihrich and Aryasri: "***Principles of Management***", Tata McGraw Hill, New Delhi, 2008.
2. Meeenakshi Gupta: "***Principles of Management***", PHI Private Limited, New Delhi, 2009.

REFERENCES

1. John F. Wilson, ***The Making of Modern Manaement***, Oxford University Press.
2. Daft, "***The New Era of Management***", Cengage Learning, New Delhi, 2009.
3. Stoner, Free man and Gilbert: "***Management***", Pearson Education, New Delhi, 2002
4. Schermerhorn Jr.: "***Management***", Wiley-India, New Delhi, 2008.
5. Prasad L M, ***Principles and Practices of Management***, Sultan Chand & Sons, New Delhi.

MB102: MANAGERIAL ECONOMICS

Lecture	: 4 Periods/week	Internal Marks	: 40
Tutorial	:	External Marks	: 60
Credits	: 4	External Examination	: 3 Hrs

OBJECTIVE

To enable the students to understand economic concepts and theories and their application in management decision-making.

UNIT - I

Introduction to Managerial Economics: Definition, Nature and Scope, Relationship with other areas in Economics, The role of managerial economist

UNIT - II

Fundamental economic concepts: Opportunity cost, Discounting principle, Time perspective, Incremental concept, Marginal Utility and Equi-marginal Utility, Risk and Uncertainty.
Objectives of the Firm: Profit Maximization, Sales Maximization and other objectives-
Structure of the Firm: Characteristics and types.

UNIT - III

Demand Analysis: Price and Demand, Demand Function its Determinants: law of Demand and its Exceptions; Elasticity of demand: Types of Elasticity of Demand – Measurement of Price Elasticity of Demand, Factors affecting Elasticity of Demand, significance Elasticity of Demand.
Demand forecasting: Types of Forecasting and Forecasting methods, Forecasting Demand for New Products

UNIT - IV

Production Analysis: Production function, Cobb-Douglas Production Function, Iso-Quants, Iso-Costs and Least Combination, MRTS, Laws of Production and Economies of scale. **Cost Analysis:** Cost concepts, short run and long run cost-output relationship; Cost control and its Techniques. **Break-Even Analysis:** Determination of BEP, Assumptions and Significance of BEA and Problems

UNIT - V

Market Structure and Pricing: Classification of Markets, Competitions and its features; Price-Output determination in Perfect competition, Monopoly, Monopolistic competition and Oligopoly; Pricing methods and Strategies. Theories of profit.

Relevant case study discussions in all units

TEXT BOOKS

1. Dean. Joel: ***“Managerial Economics”***, PHI.
2. G S Gupta, ***“Managerial Economics”***, Tata McGraw Hill.

REFERENCES

1. R.L.Varshney and K.L.Maheshwari, ***“Managerial Economics”***, 17th Edition, Sultan Chand & Sons
2. Henry and Haynes, ***“Managerial Economics”***: Analysis and Cases, Business Publications
3. Keat, 2007, ***“Managerial Economics”***, 4th Edition, Thomson
4. H.Craig Petersen, W.C. Lewis, S K Jain, 2006, ***“Managerial Economics”***, Pearson

MB103 : FINANCIAL ACCOUNTING

Lecture	: 4 Periods/week	Internal Marks	: 40
Tutorial	: 1 Periods/week	External Marks	: 60
Credits	: 4	External Examination	: 3 Hrs

OBJECTIVE

To develop an insight of principles and techniques of accounting and utilization of financial and accounting information for planning and decision-making

UNIT - I

Introduction of Accounting –Nature and Scope -Financial Accounting, Cost Accounting, Management Accounting – Role of Accounting in Modern Organization. Importance, Objectives and Principles, Accounting Concepts and conventions, and The Generally Accepted Accounting Principles (GAAP), Accounting Standards issued by Institute of Chartered Accountants of India. Concept of Shares and debentures & amalgamation

UNIT - II

Financial Accounting System – Journal and Subsidiary books, ledger, Trial Balance, Classification of capital and revenue expenses, Final Accounts with adjustments.

UNIT - III

Valuation of fixed assets: Tangible vs. Intangible assets, depreciation of fixed assets and methods of depreciation. **Valuation of current assets and Inventory.**

UNIT - IV

Funds flows and cash flows statements, Meaning- Advantages and Limitations – Statement of Changes in Working Capital -Analysis and interpretation of financial statement from investor and company point of view – Du Pont Chart.

UNIT - V

Financial Statement Analysis – Ratio Analysis : classifications – Liquidity, Activity, Profitability, Solvency and Structural ratios – Calculation and interpretation of ratios –Predictive Power of ratios – Advantages and Limitations of ratio analysis – Common Size and Index analysis.

Relevant case study discussions in all units

TEXT BOOKS:

1. Maheshwari S N, Mahehwari S K: "*Financial Accounting*", Vikas Publishing House Private Limited, New Delhi, 2009,
2. I. M. Pandey : Management Accounting Vikas Publishing House, ND.

REFERENCES

1. Asish K. Bhattacharyya: "*Essentials of Financial Accounting*", PHI Private Limited, New Delhi, 2009.
2. Khan.M.Y., Jain.P.K., 2007, Management Accounting – Text, Problems and Cases, 4th Edition, Tata McGraw Hill, New Delhi – 8
3. N.M.Singhvi, Management Accounting, Text and Cases, Prentice Hall.
4. J.C. Varshney: Financial and Management Accounting, Wisdom Publication.
5. Gupta, 2006, Financial Accounting for Management – An Analytical Perspective, Pearson.

MB104: STATISTICS FOR MANAGEMENT

Lecture	: 4 Periods/week	Internal Marks	: 40
Tutorial	: 1 Periods/week	External Marks	: 60
Credits	: 4	External Examination	: 3 Hrs

UNIT - I

Introduction to Statistics: Origin, Growth and Meaning of Statistics-Collection, Editing and Analytical tools of data; Classification and Tabulation of data-Diagrammatic and Graphic presentation.

UNIT - II

Measures of Central Tendency and Dispersion: Definition, Functions of Average; Arithmetic Mean, Geometric Mean, Harmonic Mean, Quadratic Mean-Median, Mode; Relation between Mean, Median and Mode-Moving, Progressive and Composite Averages-**Introduction to Dispersion:** Objectives, Characteristics, Measures of Dispersion: Range, Interquartile Range, Mean Deviation, Standard Deviation, Lorenz Curve; Relation Between various measures of Dispersion.

UNIT - III

Introduction to Probability and Distributions and Decision Analysis: Definition, Probability rules; Conditional Probability; Baye's theorem-Random Variable and Distribution of Random variable-Probability Distributions: Binomial, Poisson and Normal Distributions.-**Introduction to Decision Theory:** Basics; Different Environments: Certainty, Uncertainty, Risk, Use of Probability in Decision Theory.

UNIT - IV

Correlation, Regression and Time Series: Definition of Correlation, Scatter Diagram, Karl Pearson's Coefficient of Linear Correlation, Merits and Limitations of Coefficient of Correlation, Spearman's Rank Correlation-Definition of Regression, Linear and Multiple Regression; Testing the Significance of Multiple Regression- Introduction to Time Series, Variations in Time Series: Trend, Cyclical, Seasonal and Irregular Variations; Time Series Analysis in Forecasting.

UNIT - V

Test of Hypothesis and Analysis of Variance: Concepts, Testing of Procedure; Tests of Hypothesis concerning Mean: Single Sample and Double Sample; Tests of Hypothesis concerning Proportion: Single Sample and Double Sample; z-test; t-test; Chi-square test-ANOVA: Introduction; One Way and Two Way Classifications.

Relevant case study discussions in all units

TEXT BOOKS

1. R.S.Bhardwaj, ***Business Statistics***,Excel Books,New Delhi, 1999.
2. J.K.Sharma, ***Business Statistics***, Pearson Education,2007

REFERENCES

1. Richard I Levin and David S Rubin, ***Statistics for Management***-PHI, 1999, New Delhi.
2. S.P.Gupta, ***Statistical Methods***, Sultan Chand & Sons, New Delhi, 1998.
3. Nagar, Das, ***Basic Statistics***, Oxford University Press.
4. Naval Bajpai, ***Businesss Statistics***, Pearson Education,2010

MB105: BUSINESS ENVIRONMENT

Lecture	: 4 Periods/week	Internal Marks	: 40
Tutorial	:	External Marks	: 60
Credits	: 4	External Examination	: 3 Hrs

OBJECTIVE

To familiarize students with the domestic and international business environment and understand its implications to business.

UNIT - I

Introduction to Business Environment: Business concepts –Interface between Business & environment –Types of Environment –Elements: Internal and External –Economic, Political, Legal, Socio-cultural, Technological and International Factors Influencing Business Environment – Challenges.

UNIT - II

Economic environment ; Economic systems- Economic planning in India- Liberalization – Privatization – Globalization - Economic Policy - Industrial Policy - Subsequent policy Statements- Fiscal policy- Foreign Trade policy

UNIT - III

Political & Legal Environment: Critical elements of political environment - Emerging Trends - Government and Business- - MRTP act - Competition Act– Foreign Exchange Management Act- Licensing Policy

UNIT - IV

Socio-cultural & Technological Environment: Demographic factors–Society-Business culture- Fast changing trends- Consumerism-Technological Environment in India: R&D- Patent Laws-Technology transfer

UNIT - V

International Business Environment: International Economic Integration, Country Evaluation and Selection, -Financial and Technological collaborations -Foreign Market Entry Methods- International Trading Blocks– Their Objectives; WTO- World Bank – IMF- Organization Structure and Functioning -Balance of Payments

Relevant case study discussions in all units

TEXT BOOKS

1. Aswathappa – “ Business Environment “ – Himalaya Publishing House
2. Raj Agrawal: “***Business Environment***”, Excel Publication, New Delhi.

REFERENCES

1. Francis Cherunilam: “***Business Environment-Text and Cases***”, Himalaya Publishing House, Mumbai.
2. Justin Paul: “***Business Environment***”, Tata McGraw Hill, New Delhi, 2006.
3. Avid W Conklin: “***Cases in Environment of Business***”, Sage Publication India Private Ltd, New Delhi.
4. Chari, S, N: International Business, Wiley India.

MB106: BUSINESS COMMUNICATION

Lecture	: 4 Periods/week	Internal Marks	: 40
Tutorial	:	External Marks	: 60
Credits	: 4	External Examination	: 3 Hrs

Objective

This syllabus is designed for the students of MBA who need English for various functional and situational purposes - Business or social. It aims at building effective language and communicative competence, highly desirable trait required in academic and professional pursuits. This is achieved through an amalgamation of traditional lecture-oriented approach to teaching with the task based skill oriented methodology of learning. Further, Communicative competence is sought to be developed in alignment with various life skills such as soft skills.

UNIT - I

Role of Communication in Business –Introduction- Objectives & Process of communication – Media & channels - Types-Written.vs.Oral communication - Visual, Audio- visual communication - Silence.

UNIT - II

Dynamics of Listening Skills – Process, types & traits , Verbal Vs Non-verbal communication – Body language-postures-Gestures-kinesics etc., Cross Cultural Communication – problems and challenges-Barriers to effective communication

UNIT - III

Interpersonal vs. Intrapersonal communication, managing motivation to influence Interpersonal Communication- Role of Emotion in Inter Personal Communication –Empathy- conflict resolution-Team work-Networking skills- Communication Styles

UNIT - IV

Business Writing Skills- Significance & Features of Business Correspondence-Types of letters - Pleasant & unpleasant writing- Telephone Communication – effective use of Technology in Business Communication. Report Writing – objectives & Significance; Types of Reports-Structure of Reports - Formal Reports -Informal Report – Proposals, Industry Samples

UNIT - V

Presentation skills – Strategies & techniques of presentation – types of presentation – video conferencing–Seminars-Technical paper presentations - Group Discussions-Brainstorming sessions; interview – formal and informal – interview techniques - etiquettes.

Relevant case study discussions in all units

TEXTBOOKS

1. Herta A Murphy, Herber W Hildebrandt .*Effective Business Communication*: Tata McGraw Hill, New Delhi, 2008.
2. Krizan .*Essentials of Business Communication*: Cengage Learning, New Delhi,2008

REFERENCES

1. Paul Turner .*Organizational Communication*: JAICO Publishing House, New Delhi,2007
- 2 . Ramesh & Ramesh .*Ace of Soft skills* : Pearson Education, New Delhi, 2009.
3. Meenakshi Raman .*Business Communication*: Oxford University Press, New Delhi,2008
- 4 . Leo Jones & Richard Alexander. *New International Business English*: Cambridge University Press, New Delhi, 2009.

MB107: INFORMATION TECHNOLOGIES FOR MANAGEMENT

Lecture	: 4 Periods/week	Internal Marks	: 40
Tutorial	:	External Marks	: 60
Credits	: 4	External Examination	: 3 Hrs

OBJECTIVE

To equip students with the basic information technologies available for improving managerial performance.

UNIT - I

Introduction to Computer Concepts – Elements of computer – Characteristics of a Computer – Classification of Computers – Basic Computer Architecture – Input-output Devices. Client/server mode of computing.

UNIT - II

Software Concepts: Types of software – Software: Its nature and qualities — Windows Operating System Functions. Web technologies, online applications. Eg. Email, chatting, e-commerce sites.

UNIT - III

MS Word-Applications of MS Word in Business Correspondence: letters, tables, mail merge, labels.

Applications of MS Excel: Graphs and Charts – Calculation of various financial functions - MS Access: Tables and Queries. Decision making using Excel.

UNIT - IV

MS Power Point: Introduction – Toolbar, their Icons and Commands– Navigating in Power point – Creation of slides, animation, and templates -- Designing Presentations – Slide show controls – Making notes on Pages and Handouts – Printing Presentations – Customizing Presentations - Auto content Wizard.

UNIT - V

MS Access: *Data, information, Tables, table creation, primary key, insertion, updation, deletion of data from tables, Reports.*

Introduction to DBMS.

Relevant case study discussions in all units

TEXT BOOKS

1. D. Sharma, Information Technology for Business, Himalaya Publications, Mumbai, 2007.
2. Deepak Bharihoke, Fundamentals of IT, Excel Books.

REFERENCES

1. Dhiraj Sharma, Foundation of IT, Excel Books.
2. Turban Rainer and Potter – Introduction to Information Technology- John Wiley & Sons,INC.
3. Ralph M. Stair & George W. Reynolds, 2007, Principles of Information Systems, Thomson.
4. Kenneth C.Laudon and Jane P. Laudon, 2006, Management Information Systems, (a) Managing the digital Firm, 9th Edition, Pearson Education.

MB151: IT LAB

Lab.	: 2 Periods/week	Internal Marks	: 20
Tutorial	:	External Marks	: 30
Credits	: 2	External Examination	: 3 Hrs

1. MSWord: creation of letters, tables, pictures, mail merging.
2. Introductory concepts of MS-EXCEL spreadsheet: Creating, Naming Saving, Editing and Printing of Worksheets. Data Entry - Manual and Automatic. Formatting cells and Cell referencing. Creating and using formulas and Functions Use of Copy, Move and Paste Options. Decision making using MS EXCELL. V-Lookup, H-Look up.
3. Data and Graphical Options: Filling a Series, Sorting data, querying of data. Working with graphs and charts.
4. MS Power point: preparation of sildes and slide show.
5. Introduction to MS-ACCESS: Creating a database and tables by different methods- Entering and Editing data- Sorting, Filtering and displaying data. Creating & querying using forms. Creating & printing reports and labels.

Relevant case study discussions in all units**REFERENCES**

1. P.K.Vishwanathan, 2003, Business Statistics, An applied orientation” Pearson.
2. Levine M. David, Stephan David, Krebbiel C Timothy and Berenson L Merk, 2006, “Statistics for Managers using Microsoft Excel, 4th Edition, Pearson / Prentice Hall of India.
3. 1 Scott Urman, “*Oracle 8i-PL SQL Programming*”, TMH, 2000.
4. Loney, “*Oracle 8i—The Complete Reference*”, TMH, 2000.

MB152: ENGLISH COMMUNICATION SKILLS LAB

Lab.	: 2 Periods/week	Internal Marks	: 20
Tutorial	:	External Marks	: 30
Credits	: 2	External Examination	: 3 Hrs

The English Language communications skills Lab focuses on practice of sounds of language and familiarizes the students with the use of English in everyday situations and contexts. It aims at improving the communicative competence of students and to enrich their power of expression, articulation and persuasiveness, traits mostly required in the professional and business ecosystem. The overall thrust is on developing competences, both linguistic as well as communicative, in order to improve their employability potential.

OBJECTIVES

1. To expose the students to a variety of self-instructional, learner-friendly modes of English language learning and stimulate intellectual and attitudinal exercise.
2. To enable them to organize their thoughts and ideas and plan and make effective presentations especially in business seminars and symposia.
3. To train them to use language effectively to face interviews, group discussions, public Speaking.
4. To develop necessary attitudes and behaviors so as to improve their employability quotient.

SYLLABUS

The following course content is prescribed for the English Language Communication Skills Laboratory sessions: Dimensions of Phonetics: Sounds, Stress, Intonation, Rhythm, Phonetic Transcription, Varieties of Spoken English: Standard Indian, American and British

- * Oral Presentations- Prepared and Extempore.
- * Role Play
- * Debate.
- * Group Discussions
- * Resume Preparation
- * Facing Interviews

SUGGESTED SOFTWARE

- * Sky Pronunciation Suite: Young India Films, Chennai, 2009
- * Clarity Software: Young India Films, Chennai, 2009
- * Mastering English in Vocabulary, Grammar, Spelling, Composition, Dorling Kindersley, USA, 2001
- * Dorling Kindersley Series of Grammar, Punctuation, Composition, Dorling Kindersley, USA, 2001
- * Language in Use, Foundation Books Pvt Ltd with CD.
- * Oxford Talking Dictionary, The Learning Company, USA, 2002
- * Murphy: English Grammar (with CD): Cambridge University Press, New Delhi, 2009.
- * Herbert Puchta and Jeff Stranks with Meredith Levy: English in Mind: Cambridge University Press, New Delhi, 2009.
- * Software - Preparing for being Interviewed, Positive Thinking, Interviewing Skills, Telephone Skills, Team Building. Train2success.com, 2009

REFERENCES

1. Malcom Goodale . *Professional Presentations*: Cambridge University Press, New Delhi, 2009
2. Shalini Verma . *Body Language: Your Success Mantra* : S.Chand Publications, New Delhi, 2008
3. Krishna Mohan & Meera Banerjee . *Developing communication skills*: Macmillan Publishers India, New Delhi, 2009.

MB201: ORGANIZATIONAL BEHAVIOUR

Lecture	: 4 Periods/week	Internal Marks	: 40
Tutorial	:	External Marks	: 60
Credits	: 4	External Examination	: 3 Hrs

OBJECTIVE

To explain fundamentals of individual/Group and Organizational behaviour

INTRODUCTION**UNIT - I**

Foundations of human relations and organizational behavior. Early approaches in management. Definitions, nature and scope of human relations and organizational behavior and its significance. Contributions of other disciplines.

Individual - personality proportions:

UNIT - II

Learning: Understanding behavior as input-output systems the traditional and behavioral perspectives, Learning theories. Reinforcement and behavioral steps into organizational behavior mod. process

Perceptual management and personality: Meaning and significance of perception and influencing factors. The Gestalt perceptual organization and social perception. Impression management linkage between perception and individual decision making- Meaning of personality. Personality trait and Determinants. Personality development and socialization.

Attitudes and Motivation: Concepts of attitudes, Sources, types and Functions . Attitudes and consistency- cognitive dissonance theory-Definition of needs, drives and Motives and incentives. Classification of motives. Motivation theories. Motivating performance through job design, goal setting, applications of goal setting to organizational system performance

Groups: Decision Making Process

UNIT - III

Groups: Nature of Groups. Dynamics of Group formation, Types of groups. Implications of group dynamics on organizational Behaviour and management. Stages of group development. Group structure Dynamics of informal groups and its significance. Definition of work teams, team effectiveness.

UNIT - IV

Power, authority, influence and leadership: Definition and meaning of power, distinguish between power, authority and influence bases of power, the process of power. Definition of leadership. Traits of effective leaders, leadership skills, leadership theories, leadership styles and determinants .

Management communication, the modern perspective importance of communication. Type of communication process, barriers to effective communication.

UNIT - V

Organizational structure and development: Understanding of Organization structure Departmentation, modern organizational designs- Organizational development and its techniques, team interventions, pre-requisites and steps .

Stress Management: Definition of stress, occupational stress, General Adaption Syndrome (GAS). The causative factors of organizational stress. The effects of stress, problems and strategies to cope with stress, **Meaning of conflict**, classification of conflict, process, negotiation and its process, collective bargaining and its process, approaches to conflict management, bases collaboration, interventions for collaborations.

Quality work life – Emerging trends: Needs for innovative approaches and improve work environment, Opportunities and threats in the wake of globalizations. The concept of work life and benefits and potential difficulty of quality . Strategies for improving QWL.-Effective career guidance, Reward systems, Role of supervisor and management. Job design and maintaining group and intergroup relationships. Self – managed teams.

Relevant case study discussions in all units**TEXT BOOKS**

1. Robbins.P. Stephen (2006), Organizational Behaviour, Pearson education, New Delhi.
2. Luthans Fred (1998), Organizational Behaviour, Tata Mc Graw Hill International Edition, New Delhi.

REFERENCES

1. Pareek Udai (2007), Understanding Organizational Behaviour, Oxford University Press, New Delhi.
2. Aswathappa. K. (2005), Organizational Behaviour, Text and Cases games, Himalaya Publishing Company, New Delhi.
3. Jerald Greenberg and Robert.A. Baron, (2009), Organizational Behaviour, PHI learning Private Ltd., New Delhi.
4. Jit.S. Chandhan (2006), Organizational Behaviour, Vikas Publishing House, New Delhi.

M.B.A. (II SEMESTER)
MB202: MARKETING MANAGEMENT

Lecture : 4 Periods/week	Internal Marks : 40
Tutorial :	External Marks : 60
Credits : 4	External Examination : 3 Hrs

OBJECTIVE

To develop an understanding of the concepts, issues and strategies in marketing and its management.

UNIT - I

Introduction to Marketing: Definition, Importance & process of marketing, Elements of marketing, Evolution of marketing, Functions of marketing, Concepts of marketing, Indian Marketing Environment. Role and functions of marketing department. Changing scenario.

UNIT - II

Consumer Demand Segmentation: Concepts in Demand, Market research – Forecasting and Measurement, Marketing Mix, Market Segmentation and Targeting – Identification of Market segments -Positing functional strategies – marketing strategies.

UNIT - III

Product Management: Definition, New Product Development, Product Life Cycle, Product mix and line – Branding and brand related issues. - Market Testing, Commercialization.

UNIT - IV

Pricing Strategy: Objectives, Methods and processes of pricing, Factors influencing the pricing. Adopting price, initiating the price cuts, imitating price increases, responding to Competitor's price changes.

UNIT - V

Distribution Management and Promotion: Sales Techniques for Consumer/Industrial clientele-Distribution network, Sales force Management – Promotional mix – communication strategies. Sales promotion: Definition, role, types, consumer sales promotion, dealer display contests, discounts, bonus offers, retail merchandising techniques

Relevant case study discussions in all units

TEXT BOOKS

1. Phillip Kotler: "**Marketing Management**", 11/e, Pearson Publishers, New Delhi, 2003
2. Rajan Saxena: "**Marketing Management**", 2/e, Tata McGraw Hill, New Delhi, 2008.

REFERENCES

1. Tapan K Panda: "**Marketing Management Text and Cases**", Excel Books, New Delhi.
2. Boone and Kurtz: "**Principles of Marketing**", Cengage Learning, New Delhi.
3. VS Ramaswamy, S.Namakumari: "**Marketing Management**", 3/e, Macmillan, New Delhi, 2003
4. T.N.Chhabra, SK.Grover: "**Marketing Management**", Dhanpat Rai and Co., New Delhi, 2009.
5. Paul Baines, Chris Fill, Kelly Page: "**Marketing**", Oxford University Press, New Delhi, 2009.

MB203: FINANCIAL MANAGEMENT

Lecture	: 4 Periods/week	Internal Marks	: 40
Tutorial	:	External Marks	: 60
Credits	: 4	External Examination	: 3 Hrs

OBJECTIVE

To equip the students with basic principles of Financial Management Techniques.

UNIT - I

Introduction to financial management: Objectives – functions & scope – evolution interface of financial management with other functional areas. Over view of corporate finance, environment of corporate finance.

UNIT - II

Time value of money: Introduction, types of cash flows- future value of a single cash flow, multiple cash flows & annuity – present value of a single cash flow, multiple cash flows & annuity, perpetuity & growing perpetuity.

Basics of capital expenditure decisions: The process of capital budgeting – basic principles in estimating cost & benefits of investments – appraisal criterion – discounted & non-discounted methods (PBP-ARR-NPV-IRR-Benefit cost ratio).

Cost of Capital: concept and measurement of cost of capital. Debt vs Equity, cost of equity, preference shares, equity capital & retained earnings, weighted average cost of capital and marginal cost of capital. Importance of cost of capital in capital budgeting decisions.

UNIT - III

Capital structure theories: Net income approach-net operating income approach-traditional approach-miller modigliani (MM), criticism of MM approach. Business & financial risk – a total risk perspective – a market perspective – determinants of capital structure decisions – approach to estimate the target capital structure – variation in capital structure, EBIT/EPS Analysis & ROI/ROE Analysis.

Leverage: Measuring analyzing the implications of leverage – operating leverage, financial leverage & Total leverage.

Sources of long term finance: Equity capital – debenture capital term loans & deferred credit. Venture capital, IPO, public issue by listing companies, rights issues, preferential allotment, private placement, term loans, and institutional finance.

UNIT - IV

Working Capital: Components of working capital, gross Vs Net working capital, determinants of working capital needs, the operating cycle approach, planning of working capital, financing of working capital through bank finance & trade credit.

UNIT - V

Dividend policy: Traditional approach, walter model – Gordon model – miller modigliani position – rational expectations method.

Relevant case study discussions in all units

TEXT BOOKS

1. I M Pandey, Financial management, 9th edition, Vikas Publishing House Pvt Ltd, New Delhi-2005
2. Khan & Jain P.K, Financial management: Text & Problems, Tata McGrawhill, New Delhi.

REFERENCES

1. Eugene F Brigham et al Financial management: Theory & Practices, 9th edition, the Dryden Press-1999.
2. Van Horne, Financial Management & Policy, 12th edition, Prentice Hall New Delhi.
3. Damodaran, Aswath.john, Corporate finance: Theory & Practices, 2nd edition, wiley & sons, New Delhi-2001
4. Prasanna Chandra, Financial management: Theory & Practices, 7th edition, Tata McGrawhill, New Delhi-2004

MB204: OPERATIONS RESEARCH

Lecture	: 4 Periods/week	Internal Marks	: 40
Tutorial	: 1	External Marks	: 60
Credits	: 4	External Examination	: 3 Hrs

OBJECTIVE

To make the students familiar with principles and techniques of Operations Research and their applications in decision-making.

UNIT - I

Introduction to OR: Origin, Nature, definitions, Managerial applications and limitations of OR.

Decision Theory: Steps of Decision Making process, Types of Decision Making environments; Decision Trees Analysis.

UNIT - II

Linear Programming: Formulation of LPP, Solution by the Graphical method; Simplex method and Duality in LPP and Sensitivity Analysis.

UNIT - III

Transportation Problem: Mathematical model, IBFS, Test for Optimality and Managerial applications. **Assignment Problem:** Mathematical model, Solutions of AP, Variations of AP and Traveling Salesman Method.

UNIT - IV

Theory of Games: Two Person Zero sum Games, Pure Strategies: Games with Saddle point Mixed Strategies: Games without Saddle point Dominance Principle and Solution methods.

Queuing Theory: Elements of Q.T. Poisson and Exponential Distributions, Queuing with Arrivals and Departures, Queuing Decision models.

Simulation: Types of Simulation; Applications: Inventory and Queuing.

UNIT - V

Network Analysis: PERT and CPM – Crash Time – Crash Cost Trade Off. **Replacement Models:** Types of failure, single replacement and group replacement.

Relevant case study discussions in all units

TEXT BOOKS

1. J.K. Sharma, 2005, **Operations Research Theory and Applications**, Macmillan.
2. **Operations Research**: Dr.S.D.Sharma, Kedar Nath Ram Nath & Co, 2002

REFERENCES

1. Pannerselvam, R, 2006, **Operations Research**, 3rd Edition, PHI.
2. Hamdy A. Taha, 2002, **Operations Research -An introduction**, Pearson Education, 7th Edition / Prentice Hall of India.
3. V.K.Kapoor, **Operation Research Techniques for Management**, Sultan Chand & Sons, 2001.
4. N.D. Vohra, 2001, **Quantitative Techniques in management**, Tata Mc-graw Hill, 2nd edition.

MB205: OPERATIONS MANAGEMENT

Lecture	: 4 Periods/week	Internal Marks	: 40
Tutorial	:	External Marks	: 60
Credits	: 4	External Examination	: 3 Hrs

OBJECTIVE

To acquaint the students with decision making process and various aspects of Production Management.

UNIT - I

Introduction to Production and Operation Management- Historical Evolution, Differences between Manufacturing and Operations, OM scenario today. **Product Design and Analysis:** Product Design and Development, CAD/CAM, Value Analysis, Manufacturing Process Technology.

UNIT - II

Facilities Management: Location of Facilities, Layout of Facilities, Classification of Layout, and Flexible Manufacturing.

Aggregate Planning: Introduction, Process of AP-Master Production Schedule-Preparation of aggregate demand Forecast.

UNIT - III

Scheduling: Scheduling In Job, Shop Type Production, Assignment and Sequencing, Scheduling in Mass, Continuous and Project Type Production, Line balancing Job.

Productivity: Basic Concepts, Productivity Cycle, Productivity Engineering and Management, types of Productivity

UNIT - IV

Material Management –Objectives, Cost Associated with Inventory, types of inventory, Methods of inventory control, Materials Requirement Planning.

Work Study: Method Study, Steps in Method Study; Work measurement, procedure for Work measurement.

UNIT - V

Management of Technology: Creativity, Innovation, Diffusion, Technology Life Cycle, Technological Transformation, Technology alternatives.

Relevant case study discussions in all units

TEXT BOOKS

1. William J Stevenson: "**Operations Management**", Tata McGraw Hill, New Delhi, 2009
2. Panner Selvem, Production and Operation Management, Prentice Hall of India

REFERENCES

1. James R.Evans and David A. Collier: "**Operations Management** ", Cengage Learning India Private Limited, New Delhi,2009
2. Nair NG: "**Production and Operations Management** ",Tata McGraw Hill, New Delhi, 2009.
3. Rastogi P N, **Management of Technology**, Sage Publications,New Delhi, 2009.
4. CSG Krishnamacharyulu and Lalitha Ramakrishnan, **Management of Technology**, Himalaya Publishing House Pvt. Ltd, New Delhi, 2008.

MB206: HUMAN RESOURCE MANAGEMENT

Lecture	: 4 Periods/week	Internal Marks	: 40
Tutorial	:	External Marks	: 60
Credits	: 4	External Examination	: 3 Hrs

Objective

To equip the students with basic concepts of Human Resource Management and the various functions of HRM including Industrial Relations in the liberalized environment.

UNIT - I

Introduction to HRM: Definition – History – Approach – Functions – Role Responsibility. Management – HR as a Strategic Business Partner – The role of HR in providing Sustainable competitive advantage.

UNIT - II

Human Resource Planning : Definition – Objectives – The Process – Assessing Current Human Resources – Growing Importance of HRP – Current Trends.

Job Analysis and Design: Concept and Process of Job Analysis – Job Description – Job Specification – Job Analysis Methods – Uses of Job Analysis, Job characteristics model, Concept of Job Design – Different Approaches-Hackman and Oldham , Job characteristics (skill variety, task identification, task significance)

UNIT - III

Recruitment and Selection: Concept of Recruitment – Factors – Sources of Recruitment – Evaluation of Recruitment Program. Concept of Selection – Process – Selection Methods. E-recruitment. **Managing Careers:** Concept of Career – Career Anchors – Elements of a Career Planning Program – Issues and Benefits in Career Planning.

UNIT - IV

Performance Appraisal: Concept – Objectives – Process – Performance Appraisal Methods – Uses and Pitfalls – Ethics of Performance Appraisal.

Employee Training and Development: Definition and Purpose of Training – Improving Employee Performance – Identification-Assessing Training needs – Training Methods.

UNIT - V

Compensation Management: Definition and Objectives of Job Evaluation – Principles – Process – Techniques – Advantages - Limitations of Job Evaluation. Concept of Wage and Salary Administration – Principles – Purpose – Concepts of different Wages – Concept of Rewards – Types of Incentive Plans – Guidelines for Effective Incentive Plans-Employee retention-Exit interview.

Grievance Handling: Concept – Causes – Need for a Grievance Redressal Procedure – Steps in a Grievance Redressal Procedure – Disciplinary Action – Definition and Concept – Aims and Objectives – Forms and Types of Discipline – Principles of Maintaining Discipline – Approaches to Discipline. Employee Relations Collective Bargaining: Definition and Concept – Different Roles in Industry Relations – Objectives – Concept of Collective Bargaining – Features – Objectives – Process – Workers participation in Management.

Relevant case study discussions in all units**TEXT BOOKS**

1. K Aswathappa: "**Human Resource and Personnel Management**", Tata McGraw Hill, New Delhi, 2007.
2. Essentials of HRM and IR by P.Subba Rao / Himalaya Publishing House

REFERENCES

1. Gary Dessler: "**Human Resources Management**", PHI Private Limited, New Delhi, 2007.
2. Human Resource Management by Shashi K. Gupta and Rosy Joshi / Kalyani Publishers.
3. Shashi K Gupta, Rosy Joshi: "**Human Resource Management and Organizational Behavior**", Kalyani Publications, Hyderabad, 2007.
4. Biswanath Ghosh: "**Human Resources Development and Management**", Vikas Publishing House Private Limited, New Delhi, 2008

MB207: MANAGEMENT RESEARCH METHODS

Lecture	: 4 Periods/week	Internal Marks	: 40
Tutorial	:	External Marks	: 60
Credits	: 4	External Examination	: 3 Hrs

OBJECTIVE

To acquaint students with the basic research skills.

UNIT - I

Research: Meaning, Nature, Scope and Significance; Role of business research; Aims of social research; Research process; Ethics in business research; Types of Research: Pure research vs. Applied research, Qualitative research vs. Quantitative research, Exploratory research, Descriptive research and Experimental research, Case Study Method of research; Relevant Cases.

UNIT - II

Research Design: Meaning, Functions and Goals of Research Design, Characteristics, Phases, Different types of research designs, Pilot study; Primary and Secondary data, Methods, tools and techniques of collecting data; Questionnaire Design, Sampling design and sampling procedures. Random vs. Non-random sampling techniques, determination of sample size; Relevant Cases.

UNIT - III

Measurement and Scaling: Concepts; Attitude measurement, Psychometric, Psychological and Social instruments used in management research; Levels of measurement and types of scales; Criteria for good measurement; Relevant Cases.

UNIT - IV

Data Analysis: Editing, Coding, Classification and Tabulation; Graphical and Diagrammatic representation of data; Advanced Tests: Discriminate analysis, Factor analysis, Cluster analysis, Conjoint analysis and Content analysis; Hypothesis: characteristics, formulation, Stating hypothesis, Hypothesis testing procedure; Relevant Cases.

UNIT - V

Research Report Writing: Importance, General Format, Principles, Precautions, Presentation Considerations, do's and don'ts, Relevant Cases.
Relevant case study discussions in all units

TEXT BOOKS

1. Cooper R.Donald and Schindler S. Pamela: "*Business Research Methods*", 9/e, Tata McGraw Hill, New Delhi.
2. CR Kothari: "*Research Methodology Methods and Techniques*", New Age International Publishers, New Delhi, 2009.

REFERENCES

1. S.Shajahan: "*Research Methods for management*", JAICO Publishing House, New Delhi, 2009.
2. Narayana Reddy P, Acharyulu GVRK, "*Research Methodology and Statistical Tools*", 2nd Ed., Excel Books, New Delhi, 2009.
3. Panneerselvam R: "*Research Methodology*", PHI Learning Private Limited, New Delhi, 2009.
4. Alan Bryman, Emma Bell: "*Business Research Methods*", Oxford University Press, New Delhi, 2008.
5. Ajai S.Gaur and Sanjaya S.Gaur: "*Statistical Methods for Practice and Research*", Sage Publications, New Delhi, 2007.

MB252-DATA TOOLS LAB

Lecture	: 2 Periods/week	Internal Marks	: 40
Tutorial	: 1	External Marks	: 60
Credits	: 2	External Examination	: 3 Hrs

UNIT - I

Introduction to SPSS: the SPSS Environment, tool bar, menus, dialogue boxes for statistical procedures, check boxes, radio buttons & drop down lists.

UNIT - II

Preparation of Data Files: Variables: entering the data, editing the data and creating fields.

UNIT - III

Descriptive Statistics: frequency distribution, measure of central tendency and variability and deviating descriptive command.

UNIT - IV

Internal Statistics: Parametric & Non-Parametric Techniques.

UNIT V

Factor Analysis: Cluster Analysis: Conjoint Analysis & Discriminate Analysis.

TEXT BOOKS

1. Naval Bajpai, ***Business Statistics***, Pearson Education, 2010
2. **Sheridan J Coaks-** SPSS 13.0 Version for windows-Analysis without Anguish-John Willy & Sons Australia-2006.

REFERENCES

1. **Darren George & Paul Malleres-**SPSS for windows step by step-Pearson Education-2006.
2. **Robert Caver H** – Doing Data Analysis with SPSS Version 4 – Cengage Languor – New Delhi.
3. **Cronk, B.C**(2002). How to use SPSS: A Step by Step guide to analysis and intermetry 2nd edition-Los Angeles, Pyrczale.

MB301: STRATEGIC MANAGEMENT

Lecture	: 4 Periods/week	Internal Marks	: 40
		External Marks	: 60
Credits	: 4	External Examination	: 3 Hrs

OBJECTIVE

to familiarize the students with the principles of Strategic Management. They would also be exposed to the techniques of Strategic analysis and facilitated to develop strategic thinking through case analysis and seminars

UNIT - I

Introduction Concepts in Strategic Management, Strategic Management as a process – Developing a strategic vision, Mission, Objectives, Policies – Factors that shape a company's strategy – Crafting a start.

Environmental Scanning: Industry and Competitive Analysis – Methods. Evaluating company resources and competitive capabilities – SWOT Analysis – Strategy and Competitive advantage. Strategies and competitive advantages in diversified companies and its evaluation. Strategic Analysis and Choice: Tools and techniques.

UNIT - II

Strategy Formulation - Process: Importance, logical elements of the process, practices. Strategic intent - Concept-practice-role of leadership in forming strategic intent-stakeholders and their ability to influence strategic intent-impact of context on strategic intent

UNIT - III

Strategic Assessment and Analysis - General principles, purpose, environmental analysis, industry analysis, different analytical techniques; analysis of resources, capabilities and competence; different analytical techniques. Strategic Choice- Importance, structure, general tests of strategic option

UNIT - IV

Analytical tools to Support Strategy Formulation Process: Models as analytical tools and Techniques – porter's Five Force Model, BCG Matrix, GE Model, TOWS Matrix, SPACE Matrix and IE Matrix. Application of these tools. Business Strategies: Scope of business strategy, content of a business strategy document, practical examples. Corporate Strategy: Historical development of ideas about corporate strategy, documenting corporate strategy, practical examples.

UNIT – V

Strategy Implementation Process: Realizing strategic intent, leading strategic change, managing the change process. Strategy Evaluation and Control: Nature and importance of strategy evaluation; process; criteria of evaluation; characteristics of an effective evaluation and control system

Relevant case study discussions in all units

TEXT BOOK

Thompson & Strickland: Strategic Management, Concepts and cases. Tata McGraw-Hill, 12/e, New Delhi, 2007.

REFERENCES

1. Arthur A. Thopson Jr. A.J. Strickland III & John E. Gamble Crafting and Executing Strategy: The Quest for Competitive Advantage- Concepts and Cases.
2. VSP Rao & V. Hari Krishna Strategic Management: Text and Cases. N.Delhi: Excel Books.
3. Amita Mital: Cases in Stratagic Management, Tata McGraHill, New Delhi, 2008
4. Vijaya Kumar P., Hitt A : Strategic Management, Cengage learning, New Delhi,2010

MB302 : COST AND MANAGEMENT ACCOUNTANCY

Lecture	: 4 Periods/week	Internal Marks	: 40
		External Marks	: 60
Credits	: 4	External Examination	: 3 Hrs

OBJECTIVE

To enable the students the components of product cost their calculation methods and their control.

UNIT - I

Introduction to management accounting: Management accounting vs Cost accounting vs. financial accounting, role of accounting information in planning and control, cost concepts and managerial use of classification of costs.

UNIT - II

Cost analysis and control: Direct and Indirect expenses, allocation and apportionment of overheads, calculation of machine hour rate and labor hour rate.

Costing for specific industries: Cost sheet, Unit costing, job costing, tender and process costing and their variants, treatment of normal losses and abnormal losses, inter-process profits, costing for by-products and equivalent production.

UNIT - III

Marginal Costing: Introduction, Application of Marginal costing in terms of cost control- Income determinants under marginal cost- Absorption Cost Vs Marginal Cost. Key or Limiting Factor.

Breakeven Analysis: concept of cost-volume-profit relationship-Profit Planning – make or buy decision- Determination of Breakeven point, Break-even-graph and assumptions of BEP, importance, Margin of safety and angle of incidence. Application of BEP for various business problems

UNIT - IV

Budgetary Control: Budget, budgetary control, steps in budgetary control, Fixed vs Flexible budgets, different types of budgets: sales budget, , cash budget, production budget, master budget, budget reports for management control. Zero based budgeting.

UNIT - V

Standard Costing: Standard Cost and Standard Costing, standard costing vs. budgetary control, standard costing vs. estimated cost, standard costing and marginal costing, analysis of variance, material variance, labour variance and sales variance. -Inter-firm comparison.

Relevant case study discussions in all units

TEXT BOOK

S.P.Jain K.L.Narang: Cost and Management Accounting, Kalyani Publications, New Delhi, 2009

REFERENCES

1. Ashish K Battacharya: Cost Accounting for Business Managers, Elsevier, New Delhi, 2008
2. M.N.Arora: Cost and Management Accounting, Vikas Publication, New Delhi, 2009
3. Bhabatosh Banerjee: Cost Accounting, PHI Learning, New Delhi, 2009
4. Khan and Jain: Management Accounting, Tata Mcgrahill, New Delhi

MB303 : ENTREPRENEURSHIP

Lecture	: 4 Periods/week	Internal Marks	: 40
		External Marks	: 60
Credits	: 4	External Examination	: 3 Hrs

OBJECTIVE

To understand the nature of entrepreneurship as a career option. It also aims at developing the relevant behavioral and entrepreneurial skills and competencies

UNIT - I

Entrepreneurship- Introduction, nature concept, entrepreneurship and economic development, characteristics of /entrepreneurs, evolution of entrepreneurship, Theories of entrepreneurship, approaches, process, environment for entrepreneurship.

UNIT - II

Forms / Types of Entrepreneurship: Small Business, Importance in Indian economy, Types of Ownership: Sole trading, Partnership, Jointstock company; Features of Various types of businesses; Corporate Entrepreneurship; State enterprises in India.

UNIT - III

Establishing entrepreneurship Aspects of Promotion: Establishment entrepreneurship Opportunity Analysis, SWOT Analysis; Technological Competitiveness; Entrepreneurs legal and regulatory systems; Patents and trademarks, IPR's. Financial Aspects of Entrepreneurship; Source of capital, Debt-Equity; Assessment of Benefits and Costs; Informal Agencies in Financing Entrepreneurs; Government grants and Subsidies.

UNIT - IV

Entrepreneurial Strategy: generation of new entry Opportunity, Decisions under Uncertainty, entry strategy, new entry exploitation, Environmental instability and first-Mover disadvantages, Risk reduction strategies, Market scope strategy, imitation strategies and Managing Newness.

UNIT - V

Entrepreneurship Development: Role of Government in entrepreneurship, Need for EDP's, Objectives, Course contents and curriculum of EDP's, Phases of EDP's, Evaluation of EDP's

Relevant case study discussions in all units

TEXT BOOK

P.Narayana Reddy: Entrepreneurship. Cengage learning, New Delhi,2010

REFERENCES

1. Hisrich : Entrepreneurship, TMH,New Delhi, 2009
2. Vasantha Desai Entrepreneurship, TMH,New Delhi, 2009
3. Rajeev Roy: Entrepreneurship, Oxford University Press, New Delhi,2010
4. V.Gangadhar, Narsimha Chary: Entrepreneurship Development, Kalyani Publishers, New Delhi, 2007

MB304 : BUSINESS LAWS AND CORPORATE GOVERNANCE.

Lecture	: 4 Periods/week	Internal Marks	: 40
		External Marks	: 60
Credits	: 4	External Examination	: 3 Hrs

OBJECTIVE

To enable students understand the legal frame work of business.

UNIT - I

Importance of Commercial Law: The Indian Contracts Act, 1872 – Nature of the Act and Classification of Contracts – Essentials of a Valid Contract – Offer and Acceptance – Capacity – Consideration –Free Consent –Legality of Object –Performance of a Contract – Discharge of a Contract – Breach of a Contract and Remedies.

UNIT - II

Contract of Agency: Meaning and Nature of Agency – Kinds of Agents –Creation of Agency- Duties and Rights of Principal –Duties and Rights Agents Principal's Liability for the Acts of the Agent- Personal Liability of Agent –Termination of Agency; **Indian Partnership Act, 1932:** Meaning and Essentials of Partnership- Registration – Tests of Partnership-Duties and Rights of Partners – Dissolution of Partnership; **Company Act, 1956:** Nature and Types of Companies – Formation – Memorandum of Association-Articles of Association –Kinds of Shares –Duties of Directors-Winding up.

UNIT - III

Corporate Governance: An overview – Theory and Practice of Governance- Indian model of Governance – Good Corporate Governance – Land marks in emergence of Governance: OECD Principles- Sarbanes-Oxley Act2002 – SEBI's Initiatives – Various Committee Reports on Corporate Governance.

UNIT - IV

Agents and Institutions in Corporate Governance: Rights and Privileges of-Shareholders-Investors' Problems – Other stakeholders-Board of Directors- Role of Auditors- Duties and responsibilities of Auditors.

UNIT - V

Business Ethics and Corporate Social Responsibility: Nature and Goals of Business Ethics - Management and Ethics – Business Ethics and Law – Ethics relating to HRM, Marketing and Financial Management; Corporate Social Responsibility- Environmental Concern.

Relevant case study discussions in all units

TEXT BOOKS

1. S.N.Maheshwari, S.K.Maheshwari, A Manual of Business Laws, Himalaya Publishing House, Mumbai, 2009.
2. Bob Tricker, Corporate Governance, Oxford University Press, New Delhi, 2010.

REFERENCES

1. S.S.Gulshan, G.K.Kapoor: Business Law Including Company Law, New-Age Publishers, New Delhi, 2008.
2. Satish B, Mathur: Business Law, Tata McGraw Hill, New Delhi, 2010.
3. Subash Chandra Das: Corporate Governance in India, PHI Learning, New Delhi 2009.
4. S.K Mandal: Ethics in Business and Corporate Governance, TMH, New Delhi, 2010. (5th unit syllabus is covered in this book)

MB401 : LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Lecture	: 4 Periods/week	Internal Marks	: 40
		External Marks	: 60
Credits	: 4	External Examination	: 3 Hrs

OBJECTIVE

The objective of the course is to discuss the various components of SCM and its implications in business. The course also helps the students to understand the importance of logistics and its role in business with the help of various case studies.

UNIT - I

Introduction to Supply Chain Management: Concept, objectives and Functions of Supply Chain; Process view of a Supply Chain; Impact of Supply Chain Flows.

Supply Chain Drivers: Facilities, Inventory, Transportation, Information, Sourcing, Pricing; Obstacles to Achieve Strategic fit; Role of Aggregate Planning in Supply Chain, Methods and Managing Supply and Demand.

Supply Chain Performance: Competitive Advantage and Supply Chain Strategies, Achieving Strategic fit.

UNIT - II

Logistics Management: Introduction, Difference between Logistics and Supply Chain; Inbound, Inter and Outbound Logistics; Integrated Logistics Management; Maximizing productivity and cash flow, 3PL, 4PL, Intermodal and Reverse Logistics.

Supply Chain Customer Service: The Marketing and Logistics interface, Customer Service and Customer Retention, Service-Driven Logistics System, Setting customer Service Priorities and Service Standards.

UNIT - III

Supply Chain Relationship: Bench marking - Objectives, Bench marking Cycle, Process and types, Setting Bench marking Priorities.

Sourcing in Supply Chain: Role of Sourcing in Supply Chain Management, Supplier Scoring and Assessment; Supplier Selection and Controlling; The Procurement process, Sourcing Planning and Analysis; Global Sourcing.

Pricing and Revenue in Supply Chain: The role of Revenue Management in Supply Chain.

UNIT - IV

Network design in Supply Chain: The role of distribution in the Supply Chain Management, factors influencing distribution network design; Transportation Fundamentals: The role of Transportation in Supply Chain, factors influencing Transportation Decisions, Modes of Transportation, Transportation documentation.

Coordination in Supply Chain: Introduction, Lack of Supply Chain Coordination and the Bullwhip effect, Impact of Lack of Coordination, Obstacles to Coordination in Supply Chain, Managerial levers to Achieve Coordination.

UNIT - V

IT in Supply Chain: The role of IT in the Supply Chain, The Supply Chain IT framework; CRM, Internal SCM, SRM; The Future of IT in Supply Chain, Supply Chain IT in Practice.

Global Logistics and Global Supply Chain: Logistics in Global Economy, Change in Global Logistics, Global Supply Chain business process; Global Strategy; Global Purchasing, Global SCM.

Relevant case study discussions in all units

TEXT BOOK

B.Rajasekhar, Acharyulu, "***Logistics and Supply Chain management***", Excel Books, New Delhi, 2009.

REFERENCES

- 1 Sunil Chopra and Peter Meindl, "***Supply Chain Management: Strategy, Planning & Operations***", Pearson Education, New Delhi, 2004.
- 2 Donald J Bowerfox and David J Closs, "***Logistics Management: The integrated Supply Chain Process***", TMH, 2003.
- 3 D.K.Agarwal, "***Logistics and Supply Chain management***", Mc millan Publishers, 2010.
- 4 K.Sridhar butt, "***Logistics and Supply Chain management***", Himalaya Publishers, New Delhi, 2009

M.B.A. (IV SEMESTER)**MB402 : TOTAL QUALITY MANAGEMENT**

Lecture	: 4 Periods/week	Internal Marks	: 40
		External Marks	: 60
Credits	: 4	External Examination	: 3 Hrs

OBJECTIVE

To know how to manage quality in today's competitive environment. It will focus on the principles, strategies, methods and tools that might be used to build an effective quality system.

UNIT - I

Introduction to Quality: Origin, growth, Quality Philosophies and Frameworks, Dimensions of Quality, Quality Planning, Quality costs

UNIT - II

TQM Concepts and Principles: Introduction to TQM, Implementing TQM Systems, Approaches, Barriers, Changes in organization culture, Role and responsibilities of management, Continuous improvement, Quality circles, Quality Function Deployment.

UNIT - III

TQM Methods, Tools and Techniques: Models for Quality Improvement, Quality Improvement Tools, Problem Solving, Root Cause Analysis, Cause and Effect analysis, Failure Mode and Effect Analysis, Types of Variation, Methods of Measurement, Variation in Administrative Applications, Variation in Production Systems, Variation in Service Systems Quality Systems, An Overview of Supplier Quality Assurance Systems, Process Capability and Control, Inspection, Testing, Reliability, The Six Sigma Way

UNIT - IV

Statistical Quality Control: Statistical Process Control, Quality assurance, Process capability analysis, Software Quality Management, Control Charts - Acceptance sampling, Customer Quality Assurance

UNIT - V

Quality System: ISO series as a system, implementing change, Quality assurance systems and quality audits, Indian Quality System-Quality Awards and Marks ISI etc.

Relevant case study discussions in all units

TEXT BOOK

Bester Field: "***Total Quality Management***", Pearson Education, New Delhi, 2006.

REFERENCES

1. P.L.Jain: "***Quality Control and Total Quality Management***", Tata McGraw Hill, New Delhi, 2006.
2. R.Kesavan: "***Total Quality Management***", I.K.International Publication.
3. B.Janakiraman, R.K.Gopal: "***Total Quality Management: Text and Cases***", PHI Learning, New Delhi.
4. Evans R.James, "***Total Quality Management organization and strategy***", 4th Edition, Thomson.

FINANCE**MB-3F01 : SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

Lecture	: 4 Periods/week	Internal Marks	: 40
Tutorial	:	External Marks	: 60
Credits	: 4	External Examination	: 3 Hrs

OBJECTIVE

To provide students an understanding of working capital markets and management of portfolios of stocks.

UNIT - I

Investments: The investment environment, classification and functions of financial markets and financial instruments. Securities trading – types of orders, margin trading, clearing and settlement procedures. Regularity systems for equity markets.

Portfolio Theory: Concept of Risk, measuring risk and returns, Portfolio risk – measurement and analysis, mean – variance approach, business risk and financial risk and treatment in portfolio management.

UNIT - II

Equilibrium in Capital Market: The Capital Asset Pricing Model, Arbitrage Pricing theory, Market Efficiency. - Bond Analysis: Bond Pricing Theorems, Convexity, duration, bond immunization, active bond management and passive bond management.

Equity Valuation Model: Discounted Cash-flow techniques: Balance sheet valuation, Dividend discount models, Intrinsic value and market price, earnings multiplier approach, P/E ratio, Price/Book value, Price/sales ratio, Economic value added (EVA).

UNIT - III

Security Analysis: Economy, Industry and Company Analysis (EIC), Fundamental Analysis and Technical Analysis.

UNIT - IV

Portfolio Analysis: Diversification, Portfolio Risk and Return Single Index Model The Sharpe Index Model Portfolio Beta Generating the Efficient Frontier.

Portfolio Selection: Markowitz Risk return Optimization, Sharpe optimization model other portfolio selection models Geometric Mean Model, Safety First Model and Stochastic Dominance Model.

Portfolio Revision: Portfolio Rebalancing, Portfolio Upgrading, Investment Timing, Formula Plans: Constant Dollar Value Plan, Constant Ratio Plan, Variable Ratio Plan, Selection and Revision of Equity Portfolios.

UNIT - V

Mutual Funds: Objectives of Mutual Funds, Organization and Management of Mutual Funds, Types of Mutual Funds, Pros and Cons of Mutual Funds. Performance evaluation of mutual funds, conventional theory, performance measurement with changing portfolio composition.

Relevant case study discussions in all units

TEXT BOOK

Security Analysis and Portfolio Management. 6th e Fischer, Donald E / Jordan, Ronald J. PrenticeHall, India

REFERENCES

1. Security Analysis and Portfolio Management. Punithavatya Pandian Vikas Publications
2. Investment Analysis and Management, 6th e Sharpe et al. Prentice Hall India 1998
3. Stock Exchange and Investments Raghunathan, V. Tata McGrawHill
4. Essentials of Investments, 3rd e Bodie, Zvi et al. Irwin/McGrawHill

MB-3F02: FINANCIAL INSTITUTIONS AND SERVICES

Lecture	: 4 Periods/week	Internal Marks	: 40
		External Marks	: 60
Credits	: 4	External Examination	: 3 Hrs

OBJECTIVE

To provide to students an understanding of Financial Markets, the major institutions involved the framework for these institutions.

UNIT - I

Introduction to Indian Financial System - Financial Markets and Types -Financial Institutions in India -The financial system and its technology; The factors affecting the stability of the financial system; Development finance vs. universal banking; Financial intermediaries and Financial Innovation.

UNIT - II

The banking Institutions: RBI-Central Banking- Commercial banks - the public and the private sectors - structure and comparative performance. The problems of competition; interest rates, spreads, and NPAs. Bank capital - adequacy norms and capital market support.

UNIT - III

The Non-banking financial institutions: Evolution, control by RBI and SEBI. A perspective on future role. Unit Trust of India and Mutual Funds. Reserve bank of India Framework for/Regulation of Bank Credit. Commercial paper: Features and advantages, Framework of Indian CP Market, effective cost/interest yield.

UNIT - IV

Financial services: Asset/fund based Financial services - lease finance, consumer credit and hire purchase finance, factoring definition, functions, advantages, evaluation and forfeiting, bills discounting, housing finance, venture capital financing. Fee-based / Advisory services: Stock broking, credit rating.

UNIT - V

Merchant Banking Services: Role and Functions of Merchant Banking Issue. Market and Other Services Corporate Advisory Services Market Making Process SEBI guidelines on Merchant Banking.Functions of MBs – underwriter, banker, broker, registrar, debenture trustee and portfolio manager. MBs' activities and SEBI guidelines related to issue management.

Relevant case study discussions in all units

TEXT BOOK

M.Y.Khan, Financial Services, Tata McGraw-Hill, New Delhi, 2004.

REFERENCES

1. Sames L .Hackett, Managing In the Service Economy, Harvard Business School Press, Boston, 2001.
2. Pathak : Indian Financial Systems Pearson Education
3. M.Y.Khan, Indian Financial System, 4/eTata Mc Graw-Hill, New Delhi, 2004
4. Frank.J.Fabozzi & Franco Modigliani, Foundations of Financial Markets and Institutions, 3/e, Pearson Education Asia, 2002.

MB-4F01: INTERNATIONAL FINANCIAL MANAGEMENT

Lecture	: 4 Periods/week	Internal Marks	: 40
		External Marks	: 60
Credits	: 4	External Examination	: 3 Hrs

OBJECTIVE

To provide students with a broad view of International Monetary Systems and its understanding to enable a global manager to do business in a global setting.

UNIT - I

International Financial Management: Introduction, Dimensions, Goals – Globalisation of world economy- recent trends1. Theories of International business, International Business Methods. International Flow of Funds Balance of Payments (BoP), Fundamentals of BoP, Accounting components of BOP. Economic and Monetary Union (EMU).

UNIT - II

Foreign Exchange Market :Function and Structure of the Forex markets, major participants, types of transactions and settlements dates, Foreign exchange quotations, process of arbitrage, speculation in the forward market.. Currency Futures and Options Markets Overview of the other markets - Euro currency market, Euro credit market, Euro bond market, International Stock market.

UNIT - III

Exchange Rates Measuring exchange rate movements, Factors influencing exchange rates. Government influence on exchange rates - exchange rate systems. International arbitrage and interest rate parity. Relationship between inflation, interest rates and exchange rates - Purchasing Power Parity - International Fisher Effect.

UNIT - IV

Long term Asset -liability Management Foreign Direct Investment, International Capital Budgeting, International Capital structure and cost of capital. International Financing Equity, Bond financing, parallel loans.

UNIT - V

Short-term Asset-Liability Management International Cash management, accounts receivable management, inventory management. Payment methods of international trade, trade finance methods, Export - Import bank of India, recent amendments in EXIM policy, regulations and guidelines.

Relevant case study discussions in all units

TEXT BOOK

Apte, P G., International Financial Management, Tata McGraw Hill, New Delhi.

REFERENCES

1. Madhuvij, International Financial Management, Excel Books, New Delhi.
2. Abdullah, F. A., Financial Management for the Multinational Firm. Englewood Cliffs, New Jersey.
3. Bhalla V.K. International Financial Management, Anmol Publications, New Delhi.
4. Eitman.Stone Hills, Moffett, Multinational Business Finance, Addition Wesley, New Delhi.

MB-4F02: FINANCIAL RISK MANAGEMENT

Lecture	: 4 Periods/week	Internal Marks	: 40
		External Marks	: 60
Credits	: 4	External Examination	: 3 Hrs

OBJECTIVE

The objective of financial risk management is to reduce the impact of fluctuations and other factors of uncertainty in financial markets

UNIT - I

Introduction to Risk Management: Elements of uncertainty, Sources of risk, Types of risk, Implications of various risks for firm and limitations of risk management.

Corporate Risk Management: Total risk and Expected cash flows, Evolution of risk management. Approaches to risk management, Risk Management process, Tools Hedging, forwards, and futures, options and swaps and Hybrids; Risk management guidelines, and Risk management in practice.

UNIT - II

Introduction to Derivatives: Historical perspective, Exchanges the Mechanics of derivative markets, the role of clearinghouses, market players and trading techniques.

UNIT - III

Futures: The fundamentals of futures contract; Overview, Types of futures, Mechanics of future trading, Major characteristics, Exchange organization, Trading process, Price quotations, Hedging and Speculation with Commodity futures, Interest rate futures, Currency futures and Stock Index futures. Optimal hedge ratio, Pricing of Index Futures Contracts, Stock Index Arbitrage, Applications of Index Futures and Beta Management.

UNIT - IV

Options: Overview, Generic options, factors affecting option prices, Types of options; Interest rate options, Currency options and Trading strategies, Option pricing models, Options on futures contracts and Exotic options; Elementary Inventory strategies, Complex Investment Strategies, Covered Call Writing, Protective Put, Straddles and Strangles, Spreads, Evaluation of Option Based Investment Strategies, Risk Associated with Options, Options Sensitivities.

UNIT - V

Swaps: Evolution of swap market, Swap terminology and structures of standard coupon and currency swaps, Motivations underlying swaps; Types of swaps, Mechanics of swap transactions, Valuation and Application of swaps.

Relevant case study discussions in all units

TEXT BOOK

Introduction to Futures & Options Hull, John C. Prentice Hall

REFERENCES

1. Options and Futures Dubufsky, David A. McGrawHill
2. Futures and Options Edwards, Franklin R / M, Cindy W. McGrawHill
3. Financial Derivatives Redhed, Keith. Prentice Hall India
4. Foreign Exchange, International Finance & Risk Management Rajwade, A V. Academic of Business Studies

HUMAN RESOURCE MANAGEMENT**MB-3H01: PERFORMANCE MANAGEMENT**

Lecture	: 4 Periods/week	Internal Marks	: 40
		External Marks	: 60
Credits	: 4	External Examination	: 3 Hrs

OBJECTIVE

The course is aimed at enabling students understand management of performance and its various processes.

UNIT - I

Performance Management: Introduction – Performance Evaluation to Management - Performance Management: Concept, Perspectives and Definition – Prerequisites – Objectives – Principles – Importance & Benefits – Determinants of job performance – Elements of effective performance management – Challenges to Performance Management - Talent management.

UNIT - II

Performance Management System: Introduction – It's Elements – Objectives and Functions – Characteristics – Competency based PMS – Electronic Performance Management.

UNIT - III

Performance Counselling: Introduction – Concept, Definition & Principles – Performance Counselling for Higher Job Performance – Performance Counselling Skills – Performance Management Process; **Performance Planning:** Meaning & Definition – Objectives & Importance- Theories of Goal Setting – Process – Barriers.

UNIT - IV

Performance Managing: Meaning, Definition, Objectives & Importance – Process; Methods of Performance Appraisal; **Performance Monitoring:** Meaning, Definition & Importance – Process – Mentoring.

UNIT - V

Performance Management Implementation: Bottlenecks – Strategies for Effective Implementation – Change through Performance Management – **High Performance Teams:** Concept & Characteristics – Building & Leading high performance teams – **Performance Management Linked Reward Systems:** Introduction - Objectives & Components.

Relevant case study discussions in all units

TEXT BOOK

A.S. Kohli & T. Deb, Performance Management, 2nd Impression, Oxford University Press, New Delhi, 2009.

REFERENCES

1. A.M.Sharma, Performance Management Systems, Himalaya Publishing House, 2010.
2. Michael Armstrong & Angela Baron, Performance Management (A Strategic And Approach Integrated Approach to Achieve Success), Jaico Publishing House, 1st Impression, Mumbai, 2006.
3. Srinivas R. Kandula, Performance Management – (Strategies, Interventions, Drivers), Prentice-Hall of India, New Delhi, 2007.
4. Prem Chadha, Performance Management, Macmillan India, New Delhi, 2008.

MB-3H02: LEADERSHIP AND TEAM BUILDING

Lecture	: 4 Periods/week	Internal Marks	: 40
		External Marks	: 60
Credits	: 4	External Examination	: 3 Hrs

OBJECTIVE

To enable students understand the qualities of a leader and the requirements of building and leading teams.

UNIT - I

Leadership: Understanding Leaders and Leadership – Need for Leadership – Leader and Manager – Prerequisites of Organizational Leaders: Self-management dimensions – Leading People – Task management; Myths and Realities of Leadership – Current Issues in Leadership- Inner Structure of Effective Leaders.

UNIT - II

Attributes of Leaders: Concepts of Power and Authority – Types of Power – Sources of Power – Leadership Skills & their development – Leadership Traits – Intelligence and Leadership – Influencing Tactics – Influencing Processes - Self efficacy.

UNIT - III

Contemporary Leadership Styles: Transactional Leadership – Transformational Leadership – Charismatic Leadership – Value Based Leadership – Spiritual Leadership - Servant Leadership – Level 5 Leadership – Understanding and Influencing Follower Motivation - Understanding and Influencing Follower Satisfaction – Leadership versus Job Performance.

UNIT - IV

Essentials of Building and Managing Teams: Understanding Teams – Differentiating Groups and Teams – Types of Teams - Cross cultural teams – Shaping Team Behaviour – Maintaining Mature Teams – Managing Dysfunctional Teams – Leading Virtual Teams - Basic Skills of Team Leaders – Advanced Skills of Team Leaders – Building a High Performance Teams. – Conflict: Conflict resolution mechanism.

UNIT - V

Team Effectiveness: Determinants of Team Performance – Types of Team vis-à-vis Leaders' skills and Behaviours - Facilitating Team Building – Interpersonal Competence and Team Building - Team Effectiveness – Measuring Team Effectiveness – Decision Making in Teams.

Relevant case study discussions in all units

TEXT BOOK

Uday Kumar Haldar, Leadership and Team Building, Oxford University Press, New Delhi, 2010.

REFERENCES

1. B. Rathan Reddy, Team Development & Leadership, 8th Impression, Jaico Publishing House, Mumbai, 2010.
2. Uma Jain, Udai Pareek, Madhukar Shukla: Developing Leadership for the Global Era, McMillan.
3. Peter G. Northouse, Leadership-Theory and Practice, 3rd Edition, Response Books, 2006.
4. Organisation Behaviour, Luthans, 8th, Tata McGraw Hill.

MB-4H01: STRATEGIC HUMAN RESOURCE MANAGEMENT

Lecture	: 4 Periods/week	Internal Marks	: 40
		External Marks	: 60
Credits	: 4	External Examination	: 3 Hrs

OBJECTIVE

To enable students understand the relationship of HR strategy with overall corporate strategy and the strategic role of specific HR systems and processes.

UNIT - I

SHRM: An Introduction – HR Strategy – SHRM: Definition and Components – Human Resources as Assets: The VRIO Framework, The Investment Perspective of Human Resources, Risks involved in Investing, Factors determining the investment orientation of an organization

UNIT - II

Evolution of SHRM: Shift from HRM to SHRM, Objectives of SHRM, Differences between HRM and SHRM, Differences in their strategies; Link between HR strategy and Business strategy – Strategic Fit: A Conceptual Framework – Different Approaches to SHRM: Best Fit Approach, Configuration Approach – Best Practice Approach – HR Practices Life Cycle.

UNIT - III

Theoretical Perspectives of SHRM – SHRM in Indian context – Indian versus Western Approaches – Alternative HR Strategies - Compensation system in the globalised environment.

UNIT - IV

HR Environment: Environment Trends and HR challenges – HRM: A changing function – Partnership of HR and Line Managers – Role of HR Manager in 21st century – HR Evaluation: Definition and overview – Contemporary Approaches to HR Evaluation: Balanced Score Card, HR Score Card, Bench Marking, Business Excellence Model (BEM) – Workforce Diversity.

UNIT - V

Significance of Training and Development – Special forms of Training and Development, New Developments in Training and Development – Compensation and Rewards – Career Management: An SHRM Approach – Work-life balance – Work-life Integration – Work-life Initiatives and their benefits – Strategic Approach to Work-life Integration.

Relevant case study discussions in all units

TEXT BOOK

Tanuja Agarwala, Strategic Human Resource Management, 7th Impression, Oxford University Press, New Delhi, 2009.

REFERENCES

1. Charles R. Greer, Strategic Human Resource Management – A General Managerial Approach, 2nd Edition, 7th Impression, Pearson Education, New Delhi, 2009.
2. Kesho Prasad, Strategic Human Resource Management – Text and Cases, McMillan, 2005.
3. Rajeesh Viswanathan, Strategic Human Resource Management, 1st Edition, Himalaya Publishing House, Mumbai, 2010.
4. Jeffrey A. Mello, Strategic HRM, Thomas Learning, New Delhi, 2002.

MB-4H02: MANAGEMENT OF CHANGE

Lecture	: 4 Periods/week	Internal Marks	: 40
		External Marks	: 60
Credits	: 4	External Examination	: 3 Hrs

OBJECTIVE

The course aims at acquainting students about the dynamics involved in the management of change and various organizational change processes.

UNIT - I

Understanding Change: Nature of Change - Managing Change - Forces of Change: External – Internal; Types of Change – Models of Organisational Change: Lewin’s Model – Planning Model – Action Research Model – Integrative Model

UNIT - II

Managing Change: The Current Status – Designing the New Status – Impact Analysis – Transformation Planning: Structural Considerations – Management Processes – Managing HR – Culture Management – Information Technology; Creating the Support Systems: Management Support - Employee Support – Internal Support: Power Groups – Administrative Systems & Procedures; Sustaining the Momentum.

UNIT - III

Strategic Leverages to Change – Changing Trends in Work Environment – Organisational Restructuring – Reorganizing Work: Outsourcing – Insourcing - Vertical Integration – Horizontal Integration – Organisational Networking; Process Oriented Strategies: Benchmarking – Value Management – Business Reengineering; Competitor & Customer Oriented Strategies: Positioning of the Company – Customer Focus.

UNIT - IV

Organisational Culture & Change: Corporate Culture – Dealing with Change – Identifying & Diagnosing Organisational Culture - Developing New Culture – Assessing Cultural Risk – Checklist for Cultural Change.

UNIT - V

Managing Change through People: Dealing with Individuals: Human response to Change; The Three 'R's of Management: Reason Management – Relationship Management – Results Management – Checklist for overcoming Resistance to Change; Dealing with Groups – Sensitivity Training – Team Building – Self Managed Work Teams(SMT's) – Team Based Compensation – Overcoming Organisational Resistance to Change.

Relevant case study discussions in all units

TEXT BOOK

Harigopal.K, Management of Organisational Change – Leveraging Transformation, 2nd Edition, Response Books, 2006.

REFERENCES

1. Somnath Chatopadhyaya and Udai Pareek, *Managing Organizational Change*, Oxford & IBH, New Delhi, 1982.
2. Nilanjan Sengupta: *Managing Changing Organizations*, PHI Learning, New Delhi, 2009.
3. Adrian Thornhill: *Managing Change*, Pearson Education, New Delhi, 2008.
4. Radha R Sharma: *Change Management*, TMH, New Delhi, 2008.

MARKETING**MB-3M01: SERVICES MARKETING AND RETAIL MANAGEMENT**

Lecture	: 4 Periods/week	Internal Marks	: 40
		External Marks	: 60
Credits	: 4	External Examination	: 3 Hrs

OBJECTIVE

To provide deeper insight into marketing management of companies offering services as product and to enable students to have deeper insight into working of Retail sectors.

UNIT - I

Services marketing conceptual issues : Understanding services - Role of services - service characteristics- Role of buyers- Types of services–service quality.

UNIT - II

Services and marketing strategies : Travel and tourism services – transportation & logistics – financial services – IT & communication – media services – Health care services – professional services – Education and extension services – Public services-Services and tangibility, services and price, promotion strategies, distribution strategies of services & extended services.

UNIT - III

Retailing Management : Introduction – types of retailers – organized Vs unorganized retailing multi-channel retailing –issues –shopping experience – evolution –capabilities needed for multi-channel retailing –Retail channels for interacting with customers

UNIT - IV

Retail market strategies- Definition – Building sustainable competitive advantage – Growth strategies – market penetration – Retail format development - Retail location – Strategic Retail planning process

UNIT - V

International trends in retailing- Merchandise management – Merchandise planning system – Buying merchandise – Retail pricing – Store management – store Layout- design – visual merchandising – customer service

Relevant case study discussions in all units

TEXT BOOKS

1. Ram mohan rao-Marketing of services-Pearson
2. Gilbert : Retail marketing management , Pearson Education

REFERENCES

1. Adrian payne, the essence of services marketing, Prentice-hall of India P Ltd- Latest edition
2. Roland T Rust and and PK Kannan, E service New directions in theory and practice- Prentice hall of India – Latest edition
3. Levy & witz, Retailing management , TMH, newdelhi – Latest edition
4. Michael levy, Barton A weitz , Ajay pandit- Retailing management –TMH, new delhi

MB-3M02: ADVERTISING AND BRAND MANAGEMENT

Lecture	: 4 Periods/week	Internal Marks	: 40
		External Marks	: 60
Credits	: 4	External Examination	: 3 Hrs

OBJECTIVE

The objective of this course is to provide an understanding of the basic principles of advertising management and to develop an understanding of the brand concept and the operational aspects of managing a brand.

UNIT - I

Role of Integrated Marketing Communication in the Marketing Programme; Process of Marketing Communication; Definition and Scope of Advertising Management; Determination of Target Audience, Advertising and Consumer Behavior; Setting Advertising Objectives, DAGMAR; Determining Advertising Budgets; Advertising Planning and Strategy, Creative Strategy Development and Implementation.

UNIT - II

Copy writing, role of a copy writer, making a print ad and a moving ad, different advertising agencies in India, role of advertising agency in brand building, idea making, public relations, art work.

UNIT - III

Media Planning: Setting Media Objectives; Developing Media Strategies, Evaluation of Different Media and Media Selection; Media Buying; Measuring Advertising Effectiveness; The Organization for Advertising; Social, Ethical and Legal Aspect of Advertising.

UNIT - IV

Brand-concept: Nature and Importance of Brand; Brand vs. Generics, Brand Life Cycle, Brand Name and Brand Management; Brand Identity: Conceiving, Planning and Executing (Aaker Model), Brand Loyalty, Measures of Loyalty; Brand Equity: Concepts and Measures of Brand Equity-Cost, Price and Consumer Based Methods; Sustaining Brand Equity; Brand Personality: Definition of Brand Personality, Measures of Personality, Formulation of Brand Personality; Brand Image Vs Brand Personality.

UNIT - V

Brand Positioning: Concepts and Definitions, Repositioning, Celebrity Endorsement, Brand Extension; Differential Advantage: Strategies for Competitive Advantage, Brand Pyramid; Branding in different sectors; Role of Information in Brand Management; Role of e-communities in Brand Management.

Relevant case study discussions in all units

TEXT BOOKS

1. Rajeev Batra, John G. Myers and David A. Aaker (1996). Advertising Management, 5th Edition, Pearson Education.
2. Aaker, David (2002), Managing Brand Equity, Prentice Hall of India.

REFERENCES

1. Belch, G. E. & Belch, M. A. (2001). Advertising and Promotion, Tata McGraw Hill.
2. Kumar, Ramesh (2004). Managing Indian Brands, Vikas Publishing House, Delhi.
3. Keller K. L. (2003), Strategic Brand Management, 2nd Edition, Pearson Education.
4. George E Belch & Michael A Belch, Keyur purani -Advertising and promotion – latest edition – TMH, N Delhi

MB-4H01: CONSUMER BEHAVIOUR

Lecture	: 4 Periods/week	Internal Marks	: 40
		External Marks	: 60
Credits	: 4	External Examination	: 3 Hrs

OBJECTIVE

The Objective of the course is enable students to understand the perspectives of consumers and their buying behavior.

UNIT - I

Introduction:An overview –Introduction, need for understanding consumer behavior, consumer insights:live examples,diversity in Indian markets,changing pattern of Indian consumer behavior,factors influencing consumer behavior,microfactors influencing consumer behavior,understanding the buying decision process.Industrial consumer behaviour

UNIT - II

Factors influencing consumer behaviour:Effect of personal factors,Influence of reference groups,culture and western influence on consumer behavior.

UNIT - III

Consumer as an Individual:consumer motivation,perception,belifs and attitudes,learning experience,personality and self image.

UNIT - IV

The Consumer decision making process: The decision making process,Impulse buying decision,decision making criteria,factors influencing decision making,purchase decisions,Andreason model,Nicosia model,The howard sheth model,Engel-kollat-blackwell model,bettman’s information processing model,sheth-newman gross model.

UNIT - V

Contemporary issues in consumer behavior:Demographic picture of the Indian market,Drivers of change,consumer trends,significance of rural markets,rural consumer behavior,new consumption patterns,products-category wise:new behavioural patterns.

Relevant case study discussions in all units

TEXT BOOK

Consumer Behavior-Insights from Indian market. Ramanuj Majumdar PHI .

REFERENCES

1. Schiffman LG and Kanuk, LL - consumer behavior - Pearson Education –latest edition
2. Hawkins . Best , coney – Consumer Behavior – TMH , New delhi
3. Roger D Black well et al, Consumer Behavior , 9/e, Thomson , New Delhi
4. Henry Assael, consumer Behavior, 6/e, Thomson

MB-4M02: CUSTOMER RELATIONSHIP MANAGEMENT

Lecture	: 4 Periods/week	Internal Marks	: 40
		External Marks	: 60
Credits	: 4	External Examination	: 3 Hrs

OBJECTIVE

To familiarize the students with the emerging trends in customer relations in the Indian business and to manage these relations in an effective manner to increase customer loyalty.

UNIT - I

Introduction to CRM : CRM as a business strategy - Elements of CRM - CRM Processes and systems - Entrance, applications and success of CRM –

UNIT - II

Strategy and Organisation of CRM - Description of customer-supplier relationships -The dynamic in relationships - Communities - CRM as an integral business strategy- The nature & context of CRM strategy - The results of a successful CRM strategy

UNIT - III

The relationship-oriented organization : Mission-Culture -Structure -People -Communication and information –Systems- 6 Communications and multi channels - Customers and the use of the channels - Influence of the channels on pricing and the formation of relationships

UNIT - IV

The individualized customer proposition - Customization - Individualisation of the product offering - Individualized pricing policy -The relationship policy -Loyalty programs - Improvement of the size and quality of the customer database

UNIT - V

Retention and cross-sell analyses - Retention - Cross-selling -The effects of marketing activities -Evaluating the effect of marketing activities on the customer value -Experiments - The learning organization

Relevant case study discussions in all units

TEXT BOOK

CRM –Jagdish sheth -Customer Relationship Management : A Strategic Perspective-Macmillan India Ltd. 2005

REFERENCES

1. Stan Maklan, Adrian Payne, Joe Peppard, Lynette Ryals, Simon Knox – Customer Relationship Management: Perspectives from the market place – Elsevier 2002.
2. Mitch Schneider – Total Customer Relationship Management – Thomson Delmar Learning 2002.
3. Russ Lombardo – CRM for the Common Man – PEAK Sale Consulting 2003
4. Federico Rajola – Customer Relationship Management: Organizational; and Technological Perspectives – Springer 2003

ENTREPRENEURSHIP**MB-3E01: VENTURE CREATION**

Lecture	: 4 Periods/week	Internal Marks	: 40
Tutorial	:	External Marks	: 60
Credits	: 4	External Examination	: 3 Hrs

OBJECTIVE

The course aims at exploring the various dimensions of venture creation. The students experience the process and are encouraged to embrace on concertizing entrepreneurial aspirations into reality through support.

UNIT - I

Entrepreneurship, Five core elements of entrepreneurship. Corporate applications of entrepreneurship. Venture creation and Society Venture creation and personality traits.

UNIT - II

The business Idea, Sources and generating Ideas, Project Identification Dynamics, need of society- Business opportunities and venture creation.

UNIT - III

The entrepreneurial manager- The New Venture team, Creates an innovative Culture, Personal Ethics and the entrepreneur.

UNIT - IV

Establish enterprises: Procedures and formalities: New ventures, Government Restrictions

UNIT - V

Entrepreneurial finances, types of sources to new ventures: Venture capital.

Relevant case study discussions in all units**TEXT BOOK**

Timmons JA & Stephen S. (2009) New Venture creation entrepreneurship for the 21st century , 7th Edition, Tata Mc Graw Hill, New Delhi, India.

REFERENCES

1. Kao J (1989) Entrepreneurship, creativity and organization, Prentice Hall, New Jersey
2. Satish Taneja (2010) Entrepreneur development, Himalaya Publishing House, Hyderabad, India
3. Vespar KH (1980) New venture strategy, Prentice Hall, New Jersey
4. Gupta CB and Narayanan NP (1999), Entrepreneurship development in India, Sultan chand & sons, New Delhi, India.

MB-3E02: PROJECT MANAGEMENT

Lecture	: 4 Periods/week	Internal Marks	: 40
Tutorial	:	External Marks	: 60
Credits	: 4	External Examination	: 3 Hrs

OBJECTIVE

The course aims at exploring the various dimensions of Project Management. The students experience the process and are encouraged to embrace on concertizing entrepreneurial aspirations into reality through support.

UNIT - I

Overview of Project Management, concept and definition of Project Management, Life.Cycle of a project - managing the project scope: Project Managers Vs Line Managers, project Communication Management, Growth of project Management in India. Ethics in Project Management. Management of International Projects.

UNIT - II

Project initiation and resource allocation: Allocation at corporate and business unit level. Identification of opportunities. Market and demand Analysis and technical Analysis..

UNIT - III

Detailed Project Report (DPR) : Meaning of detailed project report, content of DPR, format of DPR, Case study on financial projections. Appraisal Criteria – Estimate cashflows, evaluation techniques, Appraisals of Projects with special features.

UNIT - IV

Risk Analysis in Capital Investment Decisions. Project Risk Management, Measures of risks, Advanced techniques of Risk Analysis, Decision Tree Analysis. Project Planning and Organization. Meaning, objectives, and process of project planning and its components. Project Life Cycle and Planning. Reasons for project failures. Traditional product and Matrix Organization.

UNIT - V

Project Scheduling, Importance of scheduling, tis techniques, Need for monitoring and Control. The planning – scheduling – monitoring Cycle, project control and types of control systems. Managerial perspective in control-project quality management and project auditing. Managing e-business projects

Relevant case study discussions in all units

TEXT BOOK

Meredith RJ and Mantel SJ (2000) Project Management – A managerial Approach, 4 th edition, JW & W Sons

REFERENCES

1. Dennis Lock / Gower (2003) Project Management, 8 th edition,
2. Prasanna Chandra (2004) Projects: Planning –Analysis – Selection- Implementation & Review, 5 th edition, Tata Mc graw hill
3. Gray C and Carson E (2002) Project management, 4 th edition, Tata Mc graw hill

MB-4E01: BUSINESS OPPORTUNITY ANALYSIS & REPORT PRESENTATION

Lecture	: 4 Periods/week	Internal Marks	: 40
		External Marks	: 60
Credits	: 4	External Examination	: 3 Hrs

OBJECTIVE

The course aims at exploring the various dimensions of business opportunity analysis and report preparation the students experience the process and are encouraged to embrace on concertizing entrepreneurial aspirations into reality through support

UNIT - I

Introduction to entrepreneurship, and Business opportunities in traditional society, Pre-Establishment and Post- Establishment.

UNIT - II

Business opportunity and plan- Business opportunity in emerging economy. Economy Growth and business opportunities. India Vs Re-Establishment of the world in business opportunity analysts. Business opportunity and partnering strategies & strategic alliances.

UNIT - III

Managing innovation, innovation process, Business opportunity and entrepreneurship. Business opportunity analysis- various steps/ Strategies.

UNIT - IV

Sources of Business Idea, Sources and generating Ideas, sources. Business Opportunities.

UNIT - V

Business opportunities and Project Report, Report preparation and its significance. The various steps in report preparation. Preliminary project report and detailed project report etc.

Relevant case study discussions in all units**TEXT BOOK**

Kuratko. DF and Hodgetts. RM (2005), entrepreneurship theory, process and practices. Thompson South western, Chennai, India.

REFERENCES

1. Satish Taneja (2010) Entrepreneur development, Himalaya Publishing House, Hyderabad, India
2. Jyothi. P , Bhagawan Prasad and Sita V (2006), Choosing an enterprise, How , What, When. Allied publishers , Hyderabad India
3. Vespar KH (1980) New venture strategy, Prentice Hall, New Jersey
4. Gupta CB and Narayanan NP (1999), Entrepreneurship development in India, Sultan chand & sons, New Delhi, India.

MB-4E02: IDEA GENERATION AND INCUBATION

Lecture	: 4 Periods/week	Internal Marks	: 40
		External Marks	: 60
Credits	: 4	External Examination	: 3 Hrs

OBJECTIVE

The course aims at exploring the various dimensions of idea generation and incubation of venture creation and growth. The students experience the process and are encouraged to embrace on concertizing entrepreneurial aspirations into reality through support.

UNIT - I

Introduction to entrepreneurship. Entrepreneurial Management. Opportunity Identification and evaluation.

UNIT - II

Opportunity Evaluation- entrepreneurial experience entrepreneurial experience, Best Practices / Ideas perspectives.

UNIT - III

The process of entrepreneurship- develop a business- model- gather resources- various Business models- Ideas generation of ventures.

UNIT - IV

Business plan, growth through M&A ,partnering strategies & strategic alliances.

UNIT - V

Incubation centers in India: people & context, global and Indian experience, managing investors, incubation of Ideas and Products.

Relevant case study discussions in all units

TEXT BOOK

Kuratko. DF and Hodgetts.RM (2005), entrepreneurship theory, process and practices. Thompson South western, Chennai, India

REFERENCES

1. Smith KK and Smith RL (2004), entrepreneurial finance, John wiley and sons, California
2. Sharda S, Nandran and Samson J Karek (2006), The spirit of entrepreneurship, Springer Inc, Newyork
3. Jyothi. P , Bhagawan Prasad and Sita V (2006), Choosing an enterprise, How , What, When. Allied publishers , Hyderabad India
4. Zolton J , Acs and Divid, Audxtsch, Springers Inc, Newyork

BANKING AND INSURANCE

MB-3B01: INSURANCE MANAGEMENT

Lecture	: 4 Periods/week	Internal Marks	: 40
		External Marks	: 60
Credits	: 4	External Examination	: 3 Hrs

OBJECTIVE

To introduce the students with insurance industry and to create clear understanding on insurance acts and policies.

UNIT - I

Legal Principles – The Indian contract act, 1872 – Elements of Contract as applicable to Insurance Contract – Provisions of Indian Stamp Act - Basic Principles of Insurance - Insurable Interest – Nomination and Assignment – Presumption of Insurable Interest – Case Laws – Group Life Policies

UNIT – II

Utmost good Faith - Material Facts – Duty of Disclosure - Duration of Utmost Good Faith – Warranties & Representations - Void & Voidable Contracts - Section 45 of the Insurance Act 1938 – Fraud – Indisputability of Life Policies & Case Law on the Subject - Proximate Cause – Concept & Application.

UNIT - III

Principle of indemnity – Wagering in Contracts – Modification of the Principle of Indemnity in Life Insurance – Human Life Value Concept – Key-Man Insurance – Group Life Policies- Modification in other Forms of Insurance – Fire, Marine..etc – Corollary Principles of Subrogation & Contribution.

UNIT - IV

Classification of Insurance – Life & Non-Life Insurance – Introduction to Life Insurance Products – Elements of Life Insurance – Features of Term Insurance & Endowment Insurance – Types of Life Insurance Policies – Whole Life Policies – Money back Policies – Unit Linked Policies - Annuity & Pension Policies.

UNIT - V

Introduction to General Insurance Policies - - Overview of Property – Financial Interest & Liability Insurance - Annual & Short Period Contracts.

Relevant case study discussions in all units

TEXT BOOK

Gupta, P K "Fundamentals of Insurance", Himalaya Publishing House, Mumbai.

REFERENCES

1. Principals of Insurance-Holioke 2 Principals of Insurance- Mishra
2. Ganguly, Anand. "Insurance Mangement", New Age International, New Delhi.
3. Ray Debraj, "Development Economics" Oxford Unuiversity Press, 1998
4. Black, Kenneth and Horord D Shipper. "Life & Health Insurance" Pearson Education, New Delhi.

MB-3B02: STRATEGIC CREDIT MANAGEMENT

Lecture	: 4 Periods/week	Internal Marks	: 40
Tutorial	:	External Marks	: 60
Credits	: 4	External Examination	: 3 Hrs

OBJECTIVE

The course familiarizes the students with the concepts and approaches of managing corporate finance from a Strategic perspective.

UNIT - I

Introduction: Credit management in banks-Principles of good lending- Borrower study and bankers opinion-Credit policy by banks-Government regulation of credit -Prudential norms.

UNIT - II

Over view of credit policy and loan characteristics-The credit process – Characteristics of different types of loans-Evaluating commercial loan requests –Management of the firm and other factors –Feasibility study – Fundamental credit issues - Credit analysis-Different types of borrowers –Forms of advances secured and unsecured advances-Short term and long term advances.

UNIT - III

Loan and advances against pledge- Hypothecation- Mortgage – Lien-Advances against goods- Document to title to goods – Life insurance policies -Fixed deposit receipts –Book debts- Supply bills.

Agricultural finances - Crop loans- Dairy- Sericulture- Poultry- Animal husbandry – Horticulture – Gobar gas-Lead bank schemes.

UNIT - IV

Financing to small scale industries and large scale industries- Term lending-Syndicated loan system- Role of development banks in industrial finance—Industrial sickness and BIFR. Import and export credit- ECGC- EXIM Bank – documentation for charge creation, extension - Law of limitation

UNIT - V

NPA management – Introduction- Identification of NPA's- CC-OD-Term loans-Bills purchased-Other accounts-Asset classification- Prudential norms- Capital adequacy – International Banking Regulation-Basel II.

Relevant case study discussions in all units

TEXT BOOK

W. Koch Scott, Timothy. "Bank Management" Thomson Learning, New Delhi.

REFERENCES

1. Vishwanathan R. "Industrial Finance" Macmillan, New Delhi.
2. IIBF, "Risk Management" Macmillan, New Delhi.
3. Prasad K, Nirmala and Chandradas. "Banking and Financial System" Himalaya Publishing House, Mimbai.
4. Cade, Eddic "Managing Banking Risks" Woodhead Publishers, England.

MB-4B01: PRINCIPLES AND PRACTICES OF BANKING

Lecture	: 4 Periods/week	Internal Marks	: 40
		External Marks	: 60
Credits	: 4	External Examination	: 3 Hrs

OBJECTIVE

To provide basic knowledge of banking and to familiarize the students with the changing scenario of Indian banking

UNIT - I

Introduction-Origin and Evolution of banks-Meaning and definition of banking-Nationalization and its objectives-Classification of banks-Functions of commercial banks-Credit creation

UNIT - II

Retail banking-Products and services-Its business and composition-Housing loans-Vehicle loans-personal loan-Education loan-Farm loan-Computation of interest-Fixed rate-Floating rate-EMI-Value added service.

UNIT - III

Innovations and reforms in banking-Social banking-Lead bank scheme-Offshore banking-Hi-Tech banking-Debit and credit card-EFT-RTGS-Tele banking-Internet banking-Banking ombudsman-Banking sector reforms-Capital adequacy norms-NPA-Its management-Consortium banking-Cheque Truncation system-E-Purse

UNIT - IV

Banker and customer-Meaning and definition-Relationship-General and special features-Rights and obligation-Opening of accounts-Different types of accounts-Closing of accounts-Cheque crossing and endorsement

UNIT - V

Rural banking-Rural credit-Objective-Deposit mobilisation-Microfinance-priority sector advances-Agriculture debt relief (Inclusive of enactment).

Relevant case study discussions in all units

TEXT BOOK

Money and banking, Theory with Indian banking, T.N. Hajeela, Anes Publications.

REFERENCES

1. Banking theory and practice Gordon and Natarajan.
2. Modern Banking in India, K.C.Sharma.
3. Modern Banking of India, O.P. Agarwal.
4. Banking- Theory, Law and Practice, Gorden and Natarajan.

MB-4B02: MERCHANT BANKING AND FINANCIAL BANKING

Lecture	: 4 Periods/week	Internal Marks	: 40
		External Marks	: 60
Credits	: 4	External Examination	: 3 Hrs

OBJECTIVE

The course attempts to provide an insight to and equips the students with knowledge of various facets of Merchant Banking Activities and Financial Services.

UNIT - I

Overview of Indian Financial System- Development Since 1991- Role of Financial Intermediaries- Various Financial Intermediaries

UNIT - II

Capital Market - Capital Market in India - Operations in Primary Markets - Instruments involved - Role of SEBI and Merchant Bankers (Pre-issue and Post-issue) - Venture Capital Financing - Mutual Funds - Regulations - Role and functions - Private Placements.

UNIT - III

Secondary Markets - Stock Exchanges in India - National Stock Exchange (NSE) - Over The Counter Exchange of India (OTCEI) - Stock Holding Corporation of India (SHCIL) - Scripless Trading - E-Trading - Index/Futures Trading - Share Lending Scheme - Stock Market operations on International Level - Book Building.

UNIT - IV

Money Market - Nature and role of money market in India - Instruments in money market viz. CPs, CDs, Bills of Exchanges, ICDs, Treasury Bills - Role of DFHI/STCI in money market.

UNIT - V

Financial Services - Credit Rating - Factoring and Forfeiting - Leasing and Hire Purchasing - RBI guidelines for NBFCs - Credit Cards - Securitization of debts - Housing Finance.

Relevant case study discussions in all units

TEXT BOOK

Merchant Banking & Securities Management M.A.Kohak

REFERENCES

1. Marketing of Financial Services- V. A. Avdhani Advance Financial Management- Kohak
2. Verma, J.C: Merchant Banking, Tata McGrawHill, New Delhi.
3. M.Y.Khan, Financial Services, Tata McGraw Hill, New Delhi
4. Indian Financial Services- M.Y. Khan

SYSTEMS

MB-3S01: DATABASE MANAGEMENT SYSTEMS

Lecture	: 4 Periods/week	Internal Marks	: 40
		External Marks	: 60
Credits	: 4	External Examination	: 3 Hrs

OBJECTIVE

To understand the functions, designing and interrelations of Database management systems.

UNIT - I

Database Environment: Traditional File Processing Systems, Database Approach costs and Risks of the Database approach Range Database Applications Components of the Database Environment Evolution of Database Systems. Database Development Process Database Development within Information systems Development Database Development Process Managing the people involved in Database Development Three tiered Database

UNIT - II

Modeling Data in the Organization: Modeling the Rules of the organization ER Model Entity Relationship Model Constructs Relationships. Logical Database Design and the Relational Model: Relational Data Model Integrity Constraints Transforming EER Diagrams into Relations Introduction to Normalization Basic Normal Forms Merging Relations Final Step for defining Relational Keys.

UNIT - III

SQL: History of SQL Role of SQL in a Database Architecture SQL Environment database in SQL Inserting Updating and Deleting Data Internal Schema in RDBMS Processing Single Tables. Advanced SQL: Processing Multiple Tables Ensuring traction Integrity Data dictionary Facilities SQL99 Enhancement and Extensions to SQL, Triggers and Routines Embedded SQL and Dynamic SQL .

UNIT - IV

Physical Database Design and Performance: Physical Database Design Process Designing Fields Designing Physical Records and emoralization Designing Physical Files Using and Selecting Index

UNIT – V

Transaction Processing Concepts:

Introduction to Transaction Processing Transaction and Systems Concepts Desirable Practices of Transaction Schedules and Recoverability Serializability of Schedules.

Concurrency Control Techniques: Locking Techniques for Concurrency Control Concurrency Control based on Timestamp Ordering Multisession Concurrency Control Techniques Validation Concurrency Control Techniques Granularity of Data items and Multiple Granularity locking Using Locks for Concurrency Control Indexes.

Relevant case study discussions in all units

TEXT BOOK

Elmasri & Navathe: Fundamentals of Database Systems, 2 nd Edition, Pearson Education.

REFERENCES

1. Hansen & Hansen Database Management and Design, Prentice Hall of India
2. Panneer Selvam, Data Management System, Prentice Hall of India
3. Leon & Leon Database Management Systems, Prentice Hall of India
4. Date C.J.An Introduction to Database Systems, Addison Willey.

MB-3S02: E-COMMERCE

Lecture	: 4 Periods/week	Internal Marks	: 40
		External Marks	: 60
Credits	: 4	External Examination	: 3 Hrs

OBJECTIVE

To understand the functions and interrelations of the components of e- commerce technologies and use the vocabulary of e- commerce

UNIT - I

E – Commerce Technology - Overview of technologies relevant to electronic commerce
Understanding basic internet technology through its protocol

UNIT - II

E – Commerce web application design and development- User interface design , Contextual design , Understand object oriented programming, Demonstrate java programs and applets. Introduction to java servlets, JSP and JDBC. Understand core technologies such as request/ response protocols like (HTML, HTTP)

UNIT - III

E- Commerce Systems design Overview of object oriented design with UML, Multi- Tier architectures, Management concepts like software specifications and design, planning, management.

UNIT - IV

E- Payments and computer security - Introduction to E-Payments, Different E- Payment technologies, Principles of digital cryptography and public key , cryptosystems, Cryptographic standards, Digital signature certifications, Secure communications.

UNIT - V

Mobile E-Commerce - Introduction to M Commerce, Context and trends : the forces behind M commerce, Overview of basic model communication principles, Introduction to WAP 2.0 protocol.

Relevant case study discussions in all units

TEXT BOOK

Samantha Shurety. "E-Business with Net. Commerce". Pearson Publication 2000

REFERENCES

1. Kamalesh K Bajaj & Debjani Nag: E-Commerce, the Cutting Edge of Business- Tata McGraw- Hill, New Delhi, 2009.
2. P.T.Joseph: E-Commerce, PHI Learning, New Delhi 2009
3. Gary P Schneider: E Commerce, Cengage Learning, New Delhi,2009.
4. Christopher Westland J, Theodore H K Clark: "Global Electonic Commerce", Universitites Press, Hyderabad, 2009.

MB-4S01: DATA WAREHOUSING AND DATA MINING

Lecture	: 4 Periods/week	Internal Marks	: 40
		External Marks	: 60
Credits	: 4	External Examination	: 3 Hrs

OBJECTIVE

To learn how to use Data warehousing and Data Mining techniques to meet your business objectives.

UNIT - I

Data warehousing Introduction: What is a Data warehouse, Who uses Data warehouse, Need for Data warehouse, Applications of Data warehouse Concepts.

The Data warehouse Data Base: Context of Data warehouse Data Base, Data Base Structures – Organizing Relational Data warehouse – Multi-Dimensional Data Structures – Choosing a Structure, Getting Data into the Data warehouse – Extraction, Transformation, Cleaning, Loading and Summarization.

UNIT - II

Analyzing the Contexts of the Data warehouse: Active Analysis, User Queries – OLAP, OLAP Software Architecture – Web Based OLAP, General OLAP Product Characteristics, Automated Analysis – Data Mining, Creating a Decision Tree, Correlation and Other Statistical Analysis, Neural Networks, Nearest Neighbour Approaches, Putting the Results to Use.

UNIT - III

Managing Data: Individual Data Management, Organisational Data Management, Components of Organisational Memory, Evaluation of Database Technology.

File-Oriented Systems: Meeting the Need for Random Access Processing Information as Resource, Other Limitations of Traditional File Systems, Data Base Systems, Hierarchical Network Model Systems, Relational Database Systems - Database Systems: Hardware, Software, Data, People and Relationship of the four System Components.

UNIT - IV

Database Systems in the Organisations: Data Sharing and Data Bases – Sharing Data Between Functional Units, Sharing Data Between Different Levels of Users, Sharing Data Between Different Locations, The Role of the Data Base, Strategic Data Base Planning – The Need for Data Base Planning, The Data Base Project, The Data Base Development Life Cycle (DDLCC).

UNIT - V

Risks and Costs of Database: Organizational Conflicts – Development Project Failures – System Failure – Overhead costs – Need for Sophisticated Personnel – Separating Physical and Logical Data Representation – Client / Server Data Base Architecture, Three-Level Data Base Architecture.

Relevant case study discussions in all units

TEXT BOOK

George M Markas: Modern Data Warehousing, Mining and Visualization, Pearson Education, New Delhi, 2009

REFERENCES

1. Hector Garcia, Molina, Jeffrey D. Ullman, Jennifer Widom: Data Base System Implementation, Pearson Education, 2001.
2. Arun K Majumdar, Primitimoy Bhattacharyya: Data Base Management Systems, TataMcGraw- Hill, New Delhi, 2003.
3. Reema Thareja: Data Ware Housing, Oxford University Press, New Delhi, 2009.
4. Bharat Bushan Agarwal: Data Mining and Data Ware Housing, University Science Press, New Delhi, 2009 4. Gary W Hansen, James V Hansen: Data Base Management and Design, 2/E, PHI – 2000 New Delhi.

MB-4S02: DECISION SUPPORT SYSTEMS

Lecture	: 4 Periods/week	Internal Marks	: 40
		External Marks	: 60
Credits	: 4	External Examination	: 3 Hrs

OBJECTIVE

To explain the process of Decision making in various management functions using Information Systems

UNIT - I

M.I.S and Its Role In Organizations Open-Systems and Closed Systems D.S.S Its Relation to M.I.S, Characteristic Role of D.S.S as Different From M.I.S in an Organization, Expert DSS and Its Role as an Aid to Management Decision Process.

UNIT - II

Deterministic Models: Models Required to Cope With Uncertainty, Probabilistic Models and Fuzzy Sets, Fuzzy DSS and Fuzzy Expert DSS

Non-Optimizing Models of DSS: Simulation Techniques and Monte- Carlo Methods

UNIT - III

Application of DSS: Some Functional Areas of Management Like Finance, Marketing, Production Planning and Control Etc: Technical Feasibility and Financial Viability of DSS. Advantages and Limitations of DSS –Contemporary practices

UNIT - IV

Introduction to Artificial Intelligence (AI): An Overview of AI– AI Technologies in Business, Domains in AI, Neural networks

UNIT - V

Fuzzy logic systems in Business: Virtual Reality, Intelligent agents, expert system and its components, Applications of expert system, developing expert systems, value of expert systems

Relevant case study discussions in all units

TEXT BOOK

George M..Marakas: "Decision Support Systems in the 21st Century", 2/e,Pearson Education, New Delhi, 2008.

REFERENCES

1. Turbon: DSS and Intelligent Systems, Pearson Education, 2010.
2. Leod, Raymond Me JR, Management Information Systems, Mc Milan Publishing Company, New York, 1993.
3. Turban, Efrain Decision Support and Expert Systems – Management Perspective – Mc Milan Publishing Company, New York, 1988.
4. V.S. Janaki Raman: Decision Support System, PHI Learning, New Delhi,2009
5. Mallah: Decision Support and Data Warehouse Systems, TMH New Delhi, 2002.