

School of management studies
COURSE STRUCTURE
AND
DETAILED MODIFIED SYLLABUS

A.Y 2014-15

MASTER OF BUSINESS ADMINISTRATION



LAKIREDDY BALIREDDY COLLEGE OF ENGINEERING
(AUTONOMOUS)

(Approved by AICTE, Accredited by NAAC, with 'A' Grade
Affiliated to JNTUK and ISO 9001: 2000 Certified)
L.B.Reddy Nagar: Mylavaram-521 230: Krishna District
ANDHRA PRADESH STATE

COURSE STRUCTURE

LAKIREDDY BALIREDDY COLLEGE OF ENGINEERING (AUTONOMOUS)
L.B. Reddy Nagar: Mylavaram – 521 230: Krishna Dist

MASTER OF BUSINESS ADMINISTRATION
COURSE STRUCTURE
I-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	3
MB102	Managerial Economics	4	--	--	40	60	100	3
MB103	Accounting for Managers	4	1	--	40	60	100	3
MB104	Quantitative Analysis for Business Decisions	4	1	--	40	60	100	3
MB105	Business Environment	4	--	--	40	60	100	3
MB106	Business Communication	4	--	--	40	60	100	3
MB151	IT-Lab	1	--	2	50	50	100	2
TOTAL		25	2	2	290	410	700	20

II-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	3
MB202	Marketing Management	4	--	--	40	60	100	3
MB203	Financial Management	4	--	--	40	60	100	3
MB204	Human Resource Management	4	--	--	40	60	100	3
MB205	Production & Operations Management	4	--	--	40	60	100	3
MB206	Management Research Methods	4	--	--	40	60	100	3
MB251	Industry Analysis and presentation	--	1	2	100	--	100	3
TOTAL		24	1	2	340	360	700	21

III-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	3
MB302	Total Quality Management	4	--	--	40	60	100	3
MB303	Business Laws and Corporate Governance	4	--	--	40	60	100	3
MB3_01	Elective 1	4	--	--	40	60	100	3
MB3_02	Elective 2	4	--	--	40	60	100	3
MB3_01	Elective 3	4	--	--	40	60	100	3
MB3_02	Elective 4	4	--	--	40	60	100	3
TOTAL		28	--	--	280	420	700	21

IV-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	3
MB402	Entrepreneurship	4	--	--	40	60	100	3
MB4_01	Elective 5	4	--	--	40	60	100	3
MB4_02	Elective 6	4	--	--	40	60	100	3
MB4_01	Elective 7	4	--	--	40	60	100	3
MB4_02	Elective 8	4	--	--	40	60	100	3
MB451	Major project	--	--	8	50	150	200	8
TOTAL		24	--	8	290	510	800	26

Dual Specialization

Specialization papers will be offered in four areas viz., Finance, Human Resources, Marketing, 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 subject to a minimum of 25% of the total 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**-Management of Industrial Relations
- 3) **4H01**-Strategic Human Resource Management
- 4) **4H02**-Management of Change

3. Marketing

- 2) **3M01**-Services Marketing & Retail Management.
- 3) **3M02**-Advertising and Brand Management
- 4) **4M01**-Consumer Behaviour
- 5) **4M02**-Customer Relationship Management.

4. Systems

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

SEMESTER - I

PRINCIPLES OF MANAGEMENT

Code : MB101

Internal Marks: 40

External Marks: 60

L: T: P:: 4:0:0

Credits : 3

Course Educational Objectives:

- The main objective of this course is to introduce students the important management concepts and theories available in the management literature.
- The course aims at providing students better insights into the basic principles, functions and processes of management.
- At the end of the course, the student should be able to apply these principles to the practical situations concerning the management of people and organizations in real business life.

Course Outcomes:

- The student will be able to analytically appraise the journey of management from ester years to the modern days that experienced several adjustments in the course of its expedition.
- The student will understand how essential various functions of management are for every business manager.
- The student will develop knowledge about various managerial processes and become competent when involved in them to achieve success.
- The student will gain acquaintance with the essence of superior-subordinate relationship which is an important aspect in accomplishing organizational objectives as a team.
- The student will realize the importance of controlling and giving feedback for ensuring effective and efficient performance of the personnel.

UNIT - I

Management: definition, nature and importance, Goals, Levels of management; Managerial roles and functions; Early management thoughts – Modern approaches to management- Recent Developments; Managing people for competitive advantage - the Challenges of Management.

UNIT - II

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

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.

UNIT - IV

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

UNIT - V

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

Relevant case study discussions in all units

PRESCRIBED TEXT BOOKS

Meenakshi Gupta: “*Principles of Management*”, PHI Private Limited, New Delhi, 2009.

REFERENCES

1. Koontz, Weihrich and Aryasri: “*Principles of Management*”, Tata McGraw Hill, New Delhi, 2008.
2. John F. Wilson, *The Making of Modern Management*, Oxford University Press.
3. Daft, “*The New Era of Management*”, Cengage Learning, New Delhi, 2009.
4. Stoner, Free man and Gilbert: “*Management*”, Pearson Education, New Delhi, 2002
5. Prasad L M, *Principles and Practices of Management*, Sultan Chand & Sons, New Delhi.

MB102: MANAGERIAL ECONOMICS

Code: MB102

Internal Marks: 40

External Marks: 60

L: T: P:: 4:0:0

Credits : 3

Course objectives:

- The objective of this course is to inculcate the basic knowledge to students related to concepts of economics and make them effective business decision makers;
- To make the students to understand fundamentals of Economics: demand, elasticity of demand, demand forecasting, production laws, cost and output relationship in short run and long run.
- To prepare students to learn break even analysis and its importance in taking business decisions.
- To give an overview on types of markets and also explain how price and output is determined under different types of markets.

Course outcomes:

Students are able to

- Capable of analysing fundamentals of managerial economics such as demand, production, price, supply and investment concepts which helps them in doing effective business administration.
- Analyze decisions relating to demand, production and cost.
- Take business decisions using breakeven analysis.
- Analyse conditions prevail in each market and also evaluate in which type of market the organization achieves abnormal profits.

UNIT - I

Introduction to Managerial Economics: Economics-Definitions-Micro, Macro, Welfare economics - Managerial Economics- Definition, Nature and Scope, Relationship with other Disciplines- 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 and 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 of 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

PRESCRIBED TEXT BOOKS

1. G S Gupta, "*Managerial Economics*", Tata McGraw Hill.

3. P. L. Mehta "*Managerial Economics – Analysis, Problems & Cases*" -Sulthan Chand & Sons

REFERENCES

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

ACCOUNTING FOR MANAGERS

Internal Marks: 40

L: T: P:: 4:1:0

Code: MB103

External Marks: 60

Credits: 3

Course Educational Objectives:

- To provide information about fundamental concepts of financial accounting and make them to learn the Generally accepted Accounting Principle and Accounting Standards issued by ICAI.
- To make the students able to do book-keeping work and prepare the financial statement of organization.
- To create an understanding about funds flow and cash flow statements and make them prepare these statements.
- To enable them to do the financial analysis by using the tool Ratio Analysis and drawing meaningful conclusions about company's financial position.

Course outcomes:

- Students are able to prepare the financial statements of business concerns.
- Students can analyze the financial soundness of organisations by doing analysis on financial statement.
- Students are able to provide useful information to higher officials to make proper decision related to financial aspects.
- Students can do the funds flow and cash flow analysis by preparing Funds Flow Statement and Cash Flow Statements

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 & 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 (Sole trading concern).

UNIT - III

Valuation of fixed assets: Tangible vs. Intangible assets, Depreciation of fixed assets and methods of depreciation (Straight line method, Written down value method, Annuity method). Valuation of Inventory (FIFO, LIFO, Simple average, Weighted average methods).

UNIT - IV

Funds flow and Cash flow 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.

Relevant case study discussions in all units

PRESCRIBED 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.

QUANTITATIVE ANALYSIS FOR BUSINESS DECISION

Code: MB104

Internal Marks: 40

External Marks: 60

L: T: P:: 4:1:0

Credits: 3

Course Objectives:

The course aims to shape the attitudes of learners regarding the field of Quantitative Analysis. Specifically, the course aims to:

- Emphasize the mathematical procedures of linear programming search techniques
- Understand the major capabilities and limitations of deterministic operations research modelling as applied to problems in industry or government.
- Recognize, formulate and, using prepared computer packages, solve allocation models of static or dynamic type.
- Understand the reasons why the applicable algorithms work, and the effects on the computed solutions of variations in the data or in the assumptions underlying the models.
- Communicate the results of the modelling process to users who are not operations research specialists.

Course Outcomes:

After completing of this course, the students should be able to:

- Demonstrate a working knowledge of the various Quantitative techniques in making decisions as well as being able to formulate organizational problems into Quantitative techniques models for seeking optimal solutions.
- Identify Operations Research problems in real life
- Apply appropriate modeling techniques to express the defined problems mathematically
- Use the right solution approaches to solve the model and analyze the solutions of the model
- Understand the characteristics of different types of decision-making environments and the appropriate decision making approaches and tools to be used in each type.
- Build and solve Transportation Models and Assignment Models.
- Design new simple models, like: CPM, to improve decision –making and develop critical thinking and objective analysis of decision problems.

UNIT-I:

Introduction to Quantitative analysis: History and development of Quantitative Approach, Definitions of Operations Research, Quantitative analysis and Decision Making, Quantitative analysis Vs Qualitative Analysis.

Decision Theory: Steps of Decision Making process, Types of Decision Making environments: Under Uncertainty, under Risk; 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.

Theory of Games: Two Person Zero sum Games, Pure Strategies: Games with Saddle point Mixed Strategies: Rules of Dominance, Games without Saddle point- Algebraic, Arithmetic and Matrix methods.

UNIT-IV:

Statistical Inference: Tests of Hypothesis, Introduction to Null hypothesis vs alternative hypothesis, parametric vs. non-parametric tests, procedure for testing of hypothesis, tests of significance for small samples, application, t-test, Chi Square test.

Linear correlation: Types of Correlation, Methods of Studying Correlation: Scatter diagram method, Karl Pearson's coefficient of correlation and Rank correlation.

Linear Regression Analysis: Linear and Non-linear regression, lines of regression, coefficients of regression

UNIT-V:

Network Analysis: Drawing networks – identifying critical path – probability of completing the project within given time- project crashing – optimum cost and optimum duration

Replacement Models: Types of failure, single replacement and group replacement.

Relevant case study discussions in all units

PRESCRIBED TEXT BOOKS:

1. J.K. Sharma, 2005, Operations Research Theory and Applications, Macmillan.
2. J.K.Sharma, *Business Statistics*, Pearson Education,2007

REFERENCES:

1. V.K.Kapoor, Operation Research Techniques for Management, Sultan Chand & Sons, 2001.
2. N.D. Vohra, 2001, Quantitative Techniques in management, Tata Mc-graw Hill, 2nd edition.
3. R.S.Bhardwaj, *Business Statistics*,Excel Books,New Delhi, 1999.
4. S.P.Gupta, *Statistical Methods*, Sultan Chand & Sons, New Delhi, 1998.

BUSINESS ENVIRONMENT

Code: MB105

Internal Marks: 40

External Marks: 60

L: T: P:: 4:0:0

Credits: 3

Course Educational objectives:-

- To familiarize students with domestic and international business environment and understand its implications to business.
- To make students understand the challenges at business place and how to face them in future.
- To make them cope – up with emerging trends in business environment and to deal them diligently.
- To make students understand the business dynamics clearly for effective participation in real life situations
- To familiarize students understand the difference between internal and external factors of business environment

Course outcomes:-

- To foster the students to develop a business perspective, as they are the up-coming business professionals.
- To make students as true Business professional by exposing them to industry – academic environment.

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- - 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

BUSINESS COMMUNICATION

Code: MB106

Internal Marks: 40

External Marks: 60

L: T: P:: 4:0:0

Credits: 3

Course Educational Objectives

In this course, the students will learn to

- Realize the role of communication in business and its objectives
- The concept of listening, dynamics of listening, effective communication and its barriers.
- The concept of interpersonal relations, team work, empathy, conflict resolution etc.
- Write business letters, reports and other types of written documentation thoroughly through samples from the industry.
- Gather ideas and information, to organize ideas relevantly and coherently and participate in group discussions, Face interviews.
- Make oral presentations and to take part in social and professional communication.

Course Outcomes

After the completion of this course, prospective engineers will have the ability to

- Make good communication in business exhibiting effective interpersonal skills, negotiation skills and body language
- Profess in all the four language skills such as listening, speaking, reading and writing.
- Make oral and written presentations effectively.
- Skillfully participate in debates, group discussions and interviews.

Syllabus:

Pre requisite: Basic knowledge of grammar, vocabulary and ability to speak, write and understand simple sentences in English

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

REFERENCE BOOKS

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.

INFORMATION TECHNOLOGY LAB

Code: MB151

Internal Marks: 50

External Marks: 50

L: T: P::1:0:2

Credits: 2

Course Educational Objective:

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

Course Outcomes

- Development of technical and managerial skills in information technology.
- Ability to apply spreadsheet and database software to solve business problems in all functional areas of business.
- Ability to recognize, value, and appreciate current management and ethical issues in the use of current and emerging information technologies.
- Ability to exploit information technology as a tactical resource and to plan for the use of current and emerging technologies.
- Describe how information technologies are used in business and the trends of the technologies.
- Demonstrate an understanding of the issues regarding the impact of current and future information technologies on social formworks such as economics, education, governance, globalization and social justice.
- Analyze the global and local business environment.

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-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.

SEMESTER - II

ORGANIZATIONAL BEHAVIOUR

Code: MB201

Internal Marks: 40

External Marks: 60

L: T: P::4:0:0

Credits: 3

Course Educational Objectives:-

- To understand the organizational behavior in its broadest multi – disciplinary context of Individual, group and organization.
- To familiarize yourself, people and organizations with theoretical, and practical aspects of the organizational behavior.
- To appreciate the role of leadership in organizational based activities related to behavioural perspectives.
- Discuss the relevance of the interplay between power, authority, and influence, effective communication, structure and development of organization, and quality of work life.

Course Outcomes:-

- To know how himself and people behave under a variety of conditions. Achieving these goals allows managers to communicate about human behaviour at work place.
- To understand the managerial strategies in achieving the goals of organizations.
- To protect the cause and effect relationship of people in a work place.
- To improve the results – performance outcome through human behavior and organizational behavior can aid them in their pursuit of the goals.

UNIT - I

Introduction

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.

UNIT - II

Individual - personality proportions:

Learning: Definition, Concept of Learning, Learning role in organizations Learning theories-Ivan Pavlov, B.F.Skinner and EL. Thorndike..

Perceptual management and personality: Meaning and significance of perception and influencing factors. The Gestalt perceptual organization and social perception. 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. Motivation theories-Maslow's, Herzberg's and Alderfer's ERG Theory

UNIT - III

Groups: Decision Making Process

Groups: Nature of Groups. Dynamics of Group formation, Types of groups. Implications of group dynamics on organizational Behavior and management. Dynamics of informal groups and its significance and decision making process .

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 leadrers, leadership skills, 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.

Stress Management: Definition of stress, Types Of Stress ,occupational stress.The causative factors of organizational stress. strategies to cope with stress, **Meaning of conflict**, classification of conflict, process, negotiation and its process, collective bargaining and its process.

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 .

Relevant case study discussions in all units

PRESCRIBED TEXT BOOKS

1. Robbins.P. Stephen (2006), Organizational Behaviour, Pearson education, New Delhi.

REFERENCES

1. Luthans Fred (1998), Organizational Behaviour, Tata Mc Graw Hill International Edition, New Delhi.

2. Pareek Udai (2007), Understanding Organizational Behaviour, Oxford University Press, New Delhi.

3. Aswathappa. K. (2005), Organizational Behaviuor, Text and Cases games, Himalaya Publishing Company, New Delhi.

4. Jerald Greenberg and Robert.A. Baron, (2009), Organizational Behaviour, PHI learning Private Ltd., New Delhi.

5. Jit.S. Chandhan (2006), Organizational Behaviour, Vikas Publishing House, New Delhi.

MARKETING MANAGEMENT

Code: MB202

Internal Marks: 40

External Marks: 60

L: T: P::4:0:0

Credits: 3

Course Educational Objectives:-

- To develop greater insight on concepts, issues and strategies in the marketing and its management.
- To give an expose to students on marketing environment.
- To involve them to understand the marketing dynamics and challenging strategies
- To foster the students to analyze various marketing case studies.

Course Outcomes:-

- By gaining marketing knowledge, they would be capable of dealing with variety of marketing issues.
- By understanding the criticalities, the students can better analyze the marketing complexities.
- Students would realize that marketing department's role in organization and how it works as a back bone to success.

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 Segmentation: Segmentation and targeting – Identification of market segments – marketing strategies – Marketing mix- Factors influencing consumer Behaviour

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. responding to Competitor's price changes.

UNIT - V

Distribution Management and Promotion:

Role and Importance of Distributors - middlemen-Distribution network – Promotional mix – communication strategies. Sales promotion: Role of advertising, Public relations Definition, role, types, dealer displays, contests, discounts, bonus offers, retail merchandising techniques

Relevant case study discussions in all units

PRESCRIBED TEXT BOOKS

1. Phillip Kotler: “*Marketing Management*”, 11/e, Pearson Publishers, New Delhi, 2003
2. Prof. Vijaya prakash Anand – Marketing management in Indian perspective – Biztantra & Vailey publishers

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.
- 6 Rajan Saxena: “*Marketing Management, 2/e*, Tata McGraw Hill, New Delhi, 2008.

FINANCIAL MANAGEMENT

Code: MB203

Internal Marks: 40

External Marks: 60

L: T: P::4:0:0

Credits: 3

Course Educational Objectives:-

- To make the management students familiar with fundamental concepts of Financial Management
- To provide adequate and appropriate theoretical knowledge to initiate financial Decisions that leads success of business.
- To explain how shareholder wealth is maximised using by different tools of Financial Management.
- To help students to understand the concepts of funds mobilisation & utilisation process.

Course Outcomes:-

- Students are able to learn basic fundamentals of Financial Management and make themselves as efficient and effective managers in dealing financial decisions.
- Able to analyse the causes for financial problems in business and propose appropriate solutions.
- Able to understand cost & benefits of each financial decision in short run & long run.

UNIT - I

Introduction to financial management: Evolution-Objectives – functions & scope – 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.

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 debt, preference shares, equity shares & 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 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. Khan & Jain P.K, Financial management: Text & Problems, Tata McGrawhill, New Delhi.

REFERENCES

1. I M Pandey, Financial management, 9th edition, Vikas Publishing House Pvt Ltd, New Delhi-2005
2. Eugene F Brigham et al Financial management: Theory & Practices, 9th edition, the Dryden Press-1999.
3. Van Horne, Financial Management & Policy, 12th edition, Prentice Hall New Delhi.
4. Damodaran, Aswath.john, Corporate finance: Theory & Practices, 2nd edition, wiley & sons,
5. Prasanna Chandra, Financial management: Theory & Practices, 7th edition, Tata McGrawhill, New Delhi-2004

HUMAN RESOURCE MANAGEMENT

Code: MB204

Internal Marks: 40

External Marks: 60

L: T: P::4:0:0

Credits: 3

Course Educational Objectives:-

- To equip the students with basic concepts of HRM
- To explain students how HR managers role is most significant in the organization
- To make the students familiar with specific functions – HR planning, Recruitment, Selection, Training, Development, Performance Appraisal activities of business.
- To prepare students to learn compensation management'..

Course outcomes:

At the end of the course students will be able to

- Handle HR functions effectively in the real life with the knowledge of HRM concepts
- Demonstrate how the HR manager is playing proactive role in business to meet global business challenges.
- Apprise the performance of the employees by using different methods
- Take decisions relating to compensation and conflict resolution

UNIT - I

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

UNIT - II

Human Resource Planning : Definition – Objectives – 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

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

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

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.

Relevant case study discussions in all units

TEXT BOOKS

1. K Aswathappa: “*Human Resource and Personnel Management*”, Tata McGraw Hill, New Delhi, 2007.

REFERENCES

1. Gary Dessler: “*Human Resources Management*”, PHI Private Limited, New Delhi, 2007.
2. Essentials of HRM and IR by P.Subba Rao / Himalaya Publishing House
3. Human Resource Management by Shashi K. Gupta and Rosy Joshi / Kalyani Publishers.
4. Shashi K Gupta, Rosy Joshi: “*Human Resource Management and Organizational Behavior*”, Kalyani Publications, Hyderabad, 2007.
5. Biswanath Ghosh: “*Human Resources Development and Management*”, Vikas Publishing House Private Limited, New Delhi, 2008

PRODUCTION AND OPERATIONS MANAGEMENT

Code: MB205

Internal Marks: 40

External Marks: 60

L: T: P::4:0:0

Credits: 3

Course Educational Objectives

- To make the student to learn the basic concepts of operations management which are useful for facilitating decisions at work place.
- To enable the student to know the product design patterns and design technologies such as CAD and CAM.
- To enlighten the students with the concepts like plant location and layout, scheduling the production and work study.
- To create awareness about quality management.

Course out comes

- Students are able to make decision relating to the problems in operations and production activates.
- Student can schedule the production process and execute the customer orders timely.
- They can manage the materials effectively by using appropriate material control techniques and by using the material requirement plans.
- They can improve the productivity by proper utilization of input factors and by designing the better working methods.

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 Quality: Concept of Quality, objectives, inspection, SQC, Control charts for variables and attributes, acceptance sampling, Quality principles and six sigma.

Relevant case study discussions in all units

PRESCRIBED TEXT BOOKS

1. William J Stevenson: “*Operations Management*”, Tata McGraw Hill, New Delhi, 2009
2. K. Aswathappa & K Sridhara Bhat, Production and Operations Management HPH, Mumbai, 2009

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. Joseph. S. Martinich, POM, John Wiley & Sons Canada 2003
4. P. Rama Murthy, POM, New Age International Publishers, 2009.

MANAGEMENT RESEARCH METHODS

Internal Marks: 40

L: T: P::4:0:0

Code: MB206

External Marks: 60

Credits: 3

Course Educational Objectives:

- This course provides students with the opportunity to learn a number of research techniques, methods and tools.
- The main aim of the course is to equip the student with the knowledge of doing research projects both at academic and higher levels.
- The student will be given instructions in an orderly manner on how a research is systematically designed, what are the various instruments used in doing a social survey, how the data gathered are processed and analysed and finally about the presentation of results to the concerned in a written form.

Course Outcomes:

- The students will demonstrate a thorough understanding of the research process particularly in social sciences area.
- The students will be able to adopt a number of statistical techniques for carrying out various tasks of research leading to an advanced analysis of the data gathered by them.
- The students will demonstrate the ability to present the written report of the research carried out by them in a logical form as they deal with the various aspects relating to the preparation of a report.

UNIT - I

Research: Meaning, objectives and Significance; Role of business research; Research process; Ethics in business research; Types of Research: Pure vs. Applied research, Qualitative vs. Quantitative research, Exploratory research, Descriptive research and Experimental research, Case Study Method of research;

UNIT - II

Research Design: Meaning and Goals of Research Design, Characteristics, Phases; Primary and Secondary data: Data Collection Methods; Questionnaire Design; Sampling design and sampling procedures. Random vs. Non-random sampling techniques, determination of sample size; Pilot study;

UNIT - III

Measurement and Scaling: Concepts; Attitude measurement; Psychometrics; Socio-metrics; Levels of measurement and types of scales; Criteria for good measurement;

UNIT - IV

Data Analysis: Processing of Raw Data: Editing, Coding, Classification and Tabulation; Graphical and Diagrammatic representation of data; Statistical Tests: Factor analysis, Conjoint analysis and Content analysis; Hypothesis: characteristics, formulation, Hypothesis testing procedure.

UNIT - V

Report Writing: Report writing and significance, Different steps in report writing, Layout of the research report, Precautions.

Relevant case study discussions in all units

TEXT BOOKS

Kothari: CR “*Research Methodology Methods and Techniques*”, New Age International Publishers, New Delhi, 2009.

REFERENCES

1.Krishna Swamy .OR and obul Reddy . D. Research Methodology and Statistical tools 1st editions Himalaya Publishing House, New Delhi. 2008.

2.Cooper R.Donald and Schindler S. Pamela: “*Business Research Methods*”, 9/e, Tata McGraw Hill, New Delhi.

3.Narayana Reddy P, Acharyulu GVRK, “*Research Methodology and Statistical Tools*”, 2nd Ed., Excel Books, New Delhi, 2009.

4.Panneerselvam R: “*Research Methodology*”, PHI Learning Private Limited, New Delhi, 2009.

5. Alan Bryman, Emma Bell: “*Business Research Methods*”, Oxford University Press, New Delhi, 2008.

SEMESTER- III

STRATEGIC MANAGEMENT

Code: MB301

Internal Marks: 40

External Marks: 60

L: T: P::4:0:0

Credits: 3

Course Educational Objectives:-

- To familiarize the students with the principle of strategic management.
- To understand strategic management as the art and science of formulating, implementing and evaluating the variety of work – activities strategically in order to achieve the productive – based goals.
- To achieve the organizational and management excellence.

Course Outcomes:-

- To familiarize with the technique of strategic analysis and facilitate to develop strategic thinking through case analysis.
- To provide the information and tools to maximize the competitiveness and enable economic growth for customers, employees, workers, managers, and organizations.
- To foster science and technological leadership by protecting intellectual property, enhancing technical standards and advancing management science's.

UNIT - I

Introduction :Basic Concepts in Strategic Management, Strategic Management as a process – Developing a strategic vision, Mission, Objectives, Policies – Phases and benefits of Strategic management
Environmental scanning : Identifying external and internal factors- Industry analysis – Porter’s approach to industry analysis – Industry value chain analysis.

UNIT II

Strategy formulation : Process – significance- practices –Business strategy – situational analysis- SWOT- EFAS – IFAS matrices – Porter’s competitive strategies – Corporate strategy- retrenchment strategy – Portfolio analysis – BCG matrix- space matrix- IE matrix

UNIT III

Strategy implementation: Develop programmes , budgets, procedures – Stages of corporate development in terms of problem, Objective reward system etc- Internal issues in strategic management implementation

UNIT IV

Strategic evaluation and control: Measuring performance – appropriate measures – types of control- Balanced score card approach- problems in measuring performance – guide lines for control

UNIT V

Strategic issues : Entrepreneurial ventures and small businesses – Importance of Entrepreneur as a strategist- issues in Corporate Governance – factors affecting new venture. A frame work for crisis management: Crisis management-definition, nature, scope and its significance. Types of crisis, causative factor and stages. Crisis management and their role in organizations.

Relevant case study discussions in all units

TEXT BOOK

1. Concepts in Strategic management and Business Policy – Thomas L Wheelen & J David Hunger- 13th edition – Pearson publications, New Delhi .2013.

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.

5. Thompson & Strickland: Strategic Management, Concepts and cases. Tata McGraw-Hill, 12/e, New Delhi, 2007.
6. Steven Fink (2000), "Crisis management: planning for the investable". Amazon publications, New Delhi.
7. Lewis Gerald (2006), "Organizational Crisis Management: the Human Factor". Amazon publications, New Delhi.

TOTAL QUALITY MANAGEMENT

Code: MB302

Internal Marks: 40

External Marks: 60

L: T: P::4:0:0

Credits: 3

Course Educational Objective:

- Students would learn the basic concept of quality and they can understand the basic difference between the quality product and quality process.
- They can also know the standards and practices in manufacturing and trading companies.
- 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.
- To know the theoretical aspect of quality process and various models & methods for continuous improvement of quality in an organisation.
- To know the basic pitfalls of benchmarking in TQM Tools
- To understand the quality standards which are issued by quality system like ISO,ISI,BIS etc.,
- To narrate the quality benefits of the companies which are certified by quality systems.
- To find out the defects in the product and process using six sigma and various models & methods.
- A bird eye view about the documentations which are required for quality certification.

Course outcome:

At the end of the course, students are able to

- Get proficiency in theoretical and practical aspect of quality product making and continuous improvement of quality process using various methods and models.
- This subject also teaches "quality is not destiny it is a journey".
- Employ their knowledge to solve more complicated quality related problems in an organization.
- Learn theoretical knowledge is added a one more feather in their cap to go for further height.
- Learn modern techniques which lead to quality revolution.

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, 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, **Variation:**-Types of Variation, Methods of Measurement, Variation in Production Systems, Variation in Service Systems, An Overview of Supplier Quality Assurance Systems, Process Capability and Control, Inspection, Testing, Reliability.

UNIT - IV

Statistical Quality Control: Statistical Process Control, Control Charts, Benchmarking- types of benchmarking, process of benchmarking, six sigma.

UNIT - V

Quality System: ISO series as a system, principles & objectives of ISO-9000, procedure for registration and certification of ISO, Indian Quality System-Quality Awards and Marks ISI etc.

Relevant case study discussions in all units

PRESCRIBED TEXT BOOK

1. Bester Field: *“Total Quality Management”*, Pearson Education, New Delhi, 2006.
2. B.Janakiraman, R.K.Gopal: *“Total Quality Management: Text and Cases”*, PHI Learning, New Delhi.

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. Evans R.James, *“Total Quality Management organization and strategy”*, 4th Edition.

BUSINESS LAWS AND CORPORATE GOVERNANCE

Code: MB303

Internal Marks: 40

External Marks: 60

L: T: P::4:0:0

Credits: 3

Course Educational Objectives:

- The main aim of this course is to make students understand the legal framework underlying business and fundamental principles governing the functioning of it.
- The topics covered in the course develop in students a critical thinking of important legal issues relating to the day-to-day conduct of business activities.
- Further, the course allows students to be knowledgeable about the role of various institutions in promoting corporate governance.
- The course also introduces them to the spirit of business ethics including corporate social responsibility.

Course Outcomes:

- The student will be able to systematically negotiate and enter agreement with several groups as they are conversant with all the provisions of the Contracts Act.
- The student will be able to understand the implications of forming a business by recognizing and meeting the various requirements in setting up of the business at corporate level.
- The student will be able to comprehend the role of various stakeholders in promoting corporate governance.
- The student will recognize the importance of transparency to business, its fair conduct and demonstrate ethical behavior to ensure smooth functioning 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 of 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 – Types of Partnership- Duties and Rights of Partners – Dissolution of Partnership

UNIT – III

Company Act, 1956: Nature and Types of Companies – Formation – Memorandum of Association-Articles of Association – Prospectus- Kinds of Shares – Appointment, Rights & Duties of Directors-Winding up.

UNIT - IV

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 Act 2002 – SEBI's Initiatives – Various Committee Reports on Corporate Governance.

UNIT - V

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 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

PRESCRIBED 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.
- 3.N.D. Kapoor, Essentials of Mercantile law, Sulthan Chand Publications .

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)

FINANCE

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Code: MB3F01

Internal Marks: 40

External Marks: 60

L: T: P::4:0:0

Credits: 3

Course Educational Objectives (CEOs):

- The primary objective of this course is to familiarize the student with basic concepts of Securities Analysis and Portfolio Management.
- This course emphasizes on various tools and techniques related to security analysis and facilitate the investors and managers in making investment decisions in various investment avenues.
- The basic objective of the course is to acquaint the students about asset management, the risks and the returns involved, to make aware about the functioning of securities market alongside the theories and concepts involved in portfolio management.

Course outcomes (COs):

After pursuing this course student can

- become good investor
- educate others about the concept of stock market, trading and portfolio management.
- have an understanding on the structure, trading & settlement procedure, trading instruments, regulatory system and other related components of stock market.
- identify different types of securities and investment avenues.
- identify various risks associated with investments in markets.
- chose securities for investment after performing fundamental and technical analyses practically on various securities.
- realize the importance of diversification and management of a portfolio to reduce risk.
- become Managers in asset management companies.

UNIT - I

Introduction to Investments: The investment environment: Concept Objectives, Factors, Alternatives, Process, Investment Vs Speculation, classification and functions of financial markets and financial instruments. Securities Market: Primary, Secondary, Indices, Listing Process. Exchanges, Depositories, Clearing House. Securities trading – types of orders, margin trading, 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: 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: Fundamental analysis: Economy, Industry and Company Analysis (EIC). Technical Analysis: Dow theory, Elloit Wave theory, Moving Averages, Breadth of the market, ROC, RSI, Price Charts, Resistance and Supports, Random Walk Theory.

UNIT - IV

Portfolio Analysis & Selection: Diversification, the Sharpe Index Model, Portfolio Beta Generating the Efficient Frontier. Markowitz Risk return Optimization, Sharpe optimization model

Portfolio Revision: Portfolio Rebalancing, Portfolio Upgrading, Investment Timing, Formula Plans: Constant Dollar Value Plan, Constant Ratio Plan, Variable Ratio Plan,

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, performance measurement: Sharp's Model. Teyrnor's Model, Jensen's Model.

Relevant case study discussions in all units

TEXT BOOK

1. Security Analysis and Portfolio Management. 6th e Fischer, Donald E / Jordan, Ronald J. PrenticeHall, India
2. Security Analysis and Portfolio Management. Punithavatya Pandian Vikas Publications

REFERENCES

1. Investment Analysis and Management, 6th e Sharpe et al. Prentice Hall India 1998
2. Stock Exchange and Investments Raghunathan, V. Tata McGrawHill

FINANCIAL INSTITUTIONS AND SERVICES

Code: MB3F02

Internal Marks: 40

External Marks: 60

L: T: P::4:0:0

Credits: 3

Course Educational Objective

- To provide to students an understanding of Financial Markets, the major institutions involved the framework for these institutions.
- To learn about the basic concept of finance and different mode of raising finance to establish/modernisation /expansion and diversification of business. The students can also know about various financial markets to raise finance.
- To know about the basic concept of finance, financial markets and financial instruments through which the business can raise the fund for its operation.
- To enable the students to get familiarised with various functions of financial markets like primary market and secondary market.
- To have a clear picture about the various instruments which are available in the primary and secondary market.
- To know about the different financial institutions and their procedures for loans and advances.
- To check out the rules and regulations of regulatory Authorities like SEBI, RBI and IRDA.
- To know the practical aspect of stock market and derivative market and its effect on Indian economy.
- To expose the students to the recent practices in financial services.

Course outcome:

- At the end of the course, the student will be able to understand the basic concept of finance and its importance.
- The student should be able to apply these concepts to solve various business problems.
- The student would be well-versed about the functions of financial institutions and the way to access to raise the financial assistance.
- This course will help the students to meet the challenges and to develop the skill as 'risk taker' or 'risk bearer'.

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 financial system in India 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.

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

PERFORMANCE MANAGEMENT

Code: MB3H01

Internal Marks: 40

External Marks: 60

L: T: P::4:0:0

Credits: 3

Course Educational Objectives:

- The principal objective of this course is to introduce the concept of Performance Management relating to the continuous assessment of individuals performances on the job.
- The course enables students to recognize the characteristics, elements and processes of a Performance Management System.
- The course aims at acquainting the students with the types of performance managements systems in vogue in corporate world.
- The students are exposed towards the strategies for effective performance management implementation, especially in the perspectives of teamwork and recognition and reward system.

Course Outcomes:

- After going through the course, the student will understand the nature and complexity of Performance Management System in real corporate life and management.
- The student will be able to involve in all the four internal processes of Performance Management System in his/her real employment life.
- The student will be able to effectively and efficiently implement the Performance Management System in a systematic and planned manner.

UNIT - I

Performance Management: Definition – Prerequisites – Objectives – Principles – 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: Concept, 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, Objectives & Importance – Process; Methods of Performance Appraisal; **Performance Monitoring:** Meaning, & 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.

MANAGEMENT OF INDUSTRIAL RELATIONS

Code: MB3H02

Internal Marks: 40

External Marks: 60

L: T: P::4:0:0

Credits: 3

COURSE EDUCATIONAL OBJECTIVES (CEO's)

- To make students learn industrial related background in India as well as economic, social & political environment
- To prepare students to understand trade union Act, objectives of trade union & employee association.
- To Prepare students learn workers perspective in management in India
- To make students to understand wage and salary administration and related Acts of it
- To prepare students to learn social security importance in India and related Acts in providing social security.
- To make students understand employee grievances and difference mechanisms for redressal of grievance

Course Outcomes (CO's)

At the end of the course, students are able to

- Understand the need of harmonious industrial relations maintained for success of organisation
- Understand trade unionism & act which helps them in recognising the importance of trade unionism
- Apply the knowledge of wage and salary administration and related Acts at the time of wage fixing and Negotiations.
- Apply the knowledge of social security Acts for the welfare of employees
- Understand the importance of employee grievances which helps them to redressal of them amicably and amenably.

Unit I

Industrial Relations Management – Concept- Evaluation –Background of industrial Relations in India- Influencing factors of IR in enterprise and the consequences.

Economic, Social and Political environments- Employment Structure –Social Partnership-Wider approaches to industrial relations- Labour Market.

Unit II

Trade Unions- introduction-Definition and objectives-growth of Trade Unions in India trade Unions Act , 1926 and Legal framework-Union recognition-Union Problems - Employees Association-introduction ,Objective Membership, Financial Status.

Quality of Work Life: Workers' Participation in Management - Worker's Participation in India, shop floor, Plant Level, Board Level- Workers' Welfare in Indian scenario - Collective bargaining concepts & Characteristics –Promoting peace.

Unit III

Wage and Salary administration: Nature & Significance of wage, salary administration, essentials- Minimum wage- Fair wage, Real wage, Incentives & fringe benefits. Issues and Constraints in Wage Determination in India – Minimum wages act – Payment of Wages Act – Payment of Bonus Act.

Unit IV

Social Security: introduction and types –Social Security in India, Health and Occupational safety programs- Salient features of Workmen Compensation Act and Employees' State Insurance Act, employee provident fund Act, Gratuity Act relating to social security – Workers' education objectives -Rewarding.

Unit V

Employee Grievances – Causes of Grievances –Conciliation, Arbitration and Adjudication procedural aspects for Settlement of Grievances –Standing Orders- Code Discipline. Industrial Disputes: Meaning, nature and scope of industrial disputes – Cases and Consequences of Industrial Disputes – Prevention and Settlement of industrial disputes in India.

Relevant Case Study discussion in all units

PRESCRIBED TEXT BOOKS:

1. Mamoria: Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2010
2. Sinha: Industrial Relations, Trade Unions and Labour Legislation Pearson Education, New Delhi, 2009

REFERENCES:

1. B.D.Singh: Industrial Relations, Excel Books, New Delhi, 2009
2. C.S Venkataratnam: Industrial Relations, Oxford University Press, New Delhi, 2009.
3. Arun Monappa: Industrial Relations, TMH, New Delhi. 2009
4. Ratna Sen: Industrial Relations, MacMillon Publishers, New Delhi, 2010.

SERVICES MARKETING AND RETAIL MANAGEMENT

Code: MB3M01

Internal Marks: 40

External Marks: 60

L: T: P::4:0:0

Credits: 3

Course Educational objectives:-

- To provide deeper insight into marketing management of Companies offering services as products to enable students to have deeper insight into Retail Management
- To create awareness to students on various types of Services and prevailing importance of Services to people
- To make students understand the significance of Retailing Industry in a developing country like India

Course outcomes:-

- To motivate students to apply their innovative ideas in developing Retail Business
- To make them understand significance of services marketing with minimum investments.

UNIT - I

Services marketing conceptual issues: Understanding services - Role of services – service characteristics- Role of buyers- Types of services–Factors responsible for growth of service sectors- Difference between goods and services

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

Managing people in Service Industry: Introduction- Challenging of managing people in a Service firm – Relevance of people management issues – Service Industry and culture- Creating right service culture

UNIT - IV

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

UNIT - V

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

Relevant case study discussions in all units

TEXT BOOKS

1. Vinnie Jiwahari & Kirti Dutta – Services – Oxford press
2. Gilbert : Retail marketing management , Pearson Education

REFERENCES

1. Ram mohan rao-Marketing of services-Pearson

2. Adrian payne, the essence of services marketing, Prentice-hall of India P Ltd- Latest edition
3. Levy & witz, Retailing management , TMH, newdelhi – Latest edition
4. Michael levy, Barton A weitz , Ajay pandit- Retailing management –TMH, new delhi

ADVERTISING AND BRAND MANAGEMENT

Code: MB3M02

Internal Marks: 40

External Marks: 60

L: T: P::4:0:0

Credits: 3

Course Educational Objectives:-

- To understand the basic principles of Advertisers management to promote a Brand.
- To make the students to realize the significance of advertisement for products/services.
- To give clarity to students that advertising creates a Brand image, belief and reputation to customer.
- To educate the students on brand positioning which would be crucial to gain competitive advantage.

Course Outcomes:-

- The students could build up an opinion that without Advertisement and promotional activities no product /success can reap advantages.
- They would realize that a successful brand becomes as an asset to organization
- Students can understand the analyses effectively after studying Advertising management to allocate apposite funds.

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

Role of Advertising in marketing mix : Elements of marketing mix- Advertising and product – Advertising and Price – Advertising and place – Advertising and promotion

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, BrandName and Brand Management; Brand Identity: Conceiving, Planning and Executing, Brand Loyalty, Brand Equity: Concepts and Measures of BrandEquity-Cost, Price and Consumer Based Methods; Brand Personality:Definition of Brand Personality, Measures of 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;

Relevant case study discussions in all units

TEXT BOOKS

1. Ruchi gupta, S.Chand publications- Advertising Principles and Practices
2. Aaker, David (2002), Managing Brand Equity, Prentice Hall of India.

REFERENCES

1. Rajeev Batra, John G. Myers and David A. Aaker (1996). Advertising Management, 5th Edition, Pearson Education.
2. Belch, G. E. & Belch, M. A. (2001). Advertising and Promotion, Tata McGraw Hill.
3. Kumar, Ramesh (2004). Managing Indian Brands, Vikas Publishing House, Delhi.
4. Keller K. L. (2003), Strategic Brand Management, 2nd Edition, Pearson Education.
5. George E Belch & Michael A Belch, Keyur purani -Advertising and promotion – latest edition – TMH, N Delhi.

DATABASE MANAGEMENT SYSTEMS

Code: MB3S01

Internal Marks: 40

External Marks: 60

L: T: P::4:0:0

Credits: 3

Course Educational Objectives:

- To make them understand the importance of database management system in business organizations.
- To make them arrange and analyze the data according to the needs of the organization.
- To make them aquatinted with concepts like SQL, RDBMS etc.

Course Outcomes:

The students can

- develop a structured data base as per the requirements of the business organisation.
- Relate, integrate and analyze the data as per the requirement.
- Manage the data using SQL.
- Work on Relational 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 transaction 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 normalization 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

1. 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.

E-COMMERCE

Code: MB3S02

Internal Marks: 40

External Marks: 60

L: T: P::4:0:0

Credits: 3

Course Educational Objectives:

- To make them understand the relevance of E-Commerce in this globalised world
- To make them apply the concepts of marketing with E-Commerce system.
- To equip the students with latest M-commerce concepts

Course Outcomes:

The students can

- Understand and work with various concepts of E-Commerce
- Facilitate platform for online money transactions by using E-payment technologies.
- Design, plan and manage E-commerce systems.
- Realize the importance of computer security in online transactions.
- Understand the basic concepts of M-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

1. 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 Electronic Commerce”, Universitites Press, Hyderabad, 2009.

SEMESTER -IV

LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Code: MB401

Internal Marks: 40

External Marks: 60

L: T: P::4:0:0

Credits: 3

Course Educational Objectives:

The course aims to make the students to:

- Apply and gain in-depth knowledge on the integrated purchasing, logistics, materials and supply chain management
- Identify the integration between the various elements in the supply chain process
- Learn how to establish benchmark of the organization by taking best practices of the world class organisations.
- Design transportation networks and use of deferent modes of transportation.
- Develop strategies for successful global supply chain management
- Apply the latest IT tools and techniques to evaluate supply chain systems

Course Outcomes:

After completing of this course, the students should be able to:

- Examine the design and performance of supply networks and processes in different business contexts.
- Develop capabilities in logistics, coordination for supply chain integration, inventory management; risk pooling, procurement, product and process design, and international supply chain management.
- Configure logistics networks and assess their performance impacts on efficiency and service levels
- Design supply chain contracts for effective governance of supply chain relationships.
- Diagnose information integration problems across the supply chain and their consequent impacts in deploying physical and financial resources optimally.
- Evaluate distribution strategies to balance responsiveness and efficiency.

UNIT - I

Introduction to Supply Chain Management: Concept, Objectives, Scope 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; 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

1. K.Sridhara butt, “*Logistics and Supply Chain management*”, Himalaya Publishers, 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, 201
4. B.Rajasekhar, Acharyulu, “*Logistics and Supply Chain management*”, Excel Books, New Delhi, 2009.

ENTREPRENEURSHIP

Code: MB402

Internal Marks: 40

External Marks: 60

L: T: P::4:0:0

Credits: 3

Course Educational Objectives:

- To understand the nature of entrepreneurship.
- To motivate the Entrepreneurial instincts.
- To help in analysing the various options to select the most appropriate product suiting to the students.
- To give a clear picture about the process and involved in setting up an small scale industrial settings and bigger settings.
- To make the potential entrepreneurs know about the possible risks and failures of the product make them learn how to overcome these problems.

COURSE OUT COMES (CO'S):

- To impart basics of managerial skills and understandings to run the project efficiently and effectively
- To develop the various businesses related skills of marketing, quality management production, distribution and human resource management etc.
- To develop team building, technology up-gradation, growth and above all broad vision about the business.
- To make him learn the basics of industrial laws, factories act, and workers' rights and expectations so that he can easily overcomes the legal problems, and the role of government of India.

UNIT - I

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

UNIT - II

Forms / Types of Entrepreneurship: Small Business, Importance in Indian Context, Types of Ownership: Sole trading, Partnership, Joint stock 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.

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.

Course Educational Objectives:-

The course explores basic as well as advanced concepts in International Financial Management and its broad objectives centre at students

- To appreciate conceptual frame work of the International Financial Management.
- To understand Globalization of the economy, its effects and recent trends.
- To get introduced to the key concepts like Balance Of Payment (BOP) Economic & Monetary Union (EMU) etc.
- To visualize concepts & working of forigh exchange markets, Exchange rates mechanism and different parity theories likes,Exchnge rate parity, interst rate parity, purchasing power parity & International Fisches Effect etc.
- To gain insight in to the concepts of Long Term & Short Term Assesst Liability Management (ALM) techniques etc.

Course Outcomes:-

On successful completion of the course, the students will have a value addition and gain.

- Knowledge & understanding and develop a broad view of International Financial Management.
- Basic understanding of theories of International Business and international business methods.
- Appreciation of the concepts like balance of payment (BOP) and Economic and Monetary Union(EMU)
- Expertise with regard to Function and structure of foreign Exchange markets, Exchange rates mechanism/ movement.
- Knowledge with regard to concepts like arbitrage, parity theories and shall be able to demonstrate the relationship between inflation interest rates & Exchange rates.
- Proficiency in Asset Liability Management, both Long Term and Short Term.
- Finally, an overall understanding of the course to transform himself in to a performing global manager in order to do the International business in a global setting effectively

UNIT-I: International Financial Management: Introduction, Dimensions, Goals – Globalisation of world economy- recent trends. 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. Overview of 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.

Relevant case study discussions in all units

Text Books:

1. Apte, P G., International Financial Management, Tata McGraw Hill, New Delhi.
2. Jeff Madhura, International Financial Management, Thomsons – South Western 2008

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.

FINANCIAL RISK MANAGEMENT

Code: MB4F02

Internal Marks: 40

External Marks: 60

L: T: P::4:0:0

Credits: 3

Course Educational Objectives (CEOs):

- The primary objective of this course is to familiarize the student with various tools available to mitigate the risk.
- This course emphasizes on various techniques used in hedging the risks of various assets.
- The basic objective of the course is to acquaint the students about the pros and cons of using the risk management tools and techniques.

Course outcomes (COs):

After pursuing the course student can:

- get an idea about the regulatory framework of financial derivatives;
- understand the operations of derivatives exchanges, and be able to compare and contrast Exchange Traded and Over The Counter (OTC) instruments;
- gain good knowledge about different types of forwards, futures, swaps and options, the principal differences between them, and where and how they are traded;
- identify the relationship of financial derivatives with their underlying assets;
- identify the advantages and disadvantages of using financial instruments according to various market conditions.
- understand the risks of all types of financial derivatives and derivatives portfolios, and efficient ways of managing those risks.
- suggest merchants who want to hedge their risks related to various commodities that are traded in commodities exchange.

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, Risk management guidelines, and Risk management in practice, Costs due to Risk.

UNIT - II

Introduction to Derivatives: Historical perspective, Types of Derivatives & Features, Derivatives Trading in India, Exchanges, the Mechanics of derivative

Markets, the role of clearinghouses, Participants of Derivatives market and trading techniques. Concept of Credit Derivatives

Hedging Tools: Forwards, Futures, Options, Swaps and Hybrids

UNIT - III

Futures: The fundamentals of futures contract; Overview, Types of futures, Mechanics of future trading, Major characteristics, Exchange organization, Trading process, Pricing Models, 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; Elementary Investment 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; other types of swaps: Commodity Swaps and Equity Swaps, Mechanics of swap transactions, Application and Limitations of swaps.

Relevant case study discussions in all units

TEXT BOOK

1. Introduction to Futures & Options Hull, John C. Prentice Hall
2. Commodity and Financial derivatives, S.Kevin, PHI

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

STRATEGIC HUMAN RESOURCE MANAGEMENT

Code: MB4H01

Internal Marks: 40

External Marks: 60

L: T: P::4:0:0

Credits: 3

Course Educational Objectives:

- The main objective of this course is to instill among students a critical understanding of the relationship between the HR strategy and corporate strategies.
- The students would be made to analyse the strategic role played by specific HR systems and processes in business organizations.
- The students would be made to understand the distinction between traditional HRM and SHRM as also their strategies.
- The course also allows students to identify various approaches to evaluating human resource function.

Course Outcomes:

- The student will recognize the compulsory element of togetherness between HR and line managers in successful implementation of SHRM.
- The student will be able to recognize the practice of SHRM across corporate businesses.
- The student will be able to apply various theories and approaches learnt, to improve the practice of SHRM in corporate world.
- The student will realize the importance of Work-Life balance and integration in today's stress oriented business world and ensure successful implementation of programmes to reap benefits.

UNIT - I

SHRM: An Introduction – 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, 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 – 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 – 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

1. 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.

MANAGEMENT OF CHANGE

Internal Marks: 40

L: T: P::4:0:0

Code: MB4H02

External Marks: 60

Credits: 3

Course Educational Objectives:

- This course provides students with a model based critical understanding of organizational change.
- The main objective is to make students thoroughly aware of various factors involved in facilitating and managing change.
- The course also shows how organizational culture influences change process.
- The course makes students realize the significant role played by human resources in dealing with change.

Course Outcomes:

- The student will be able to develop knowledge about the dynamics involved in facilitating and managing change.
- The student will develop a thorough understanding of organizational processes and strategies to leverage change.
- The student will be able to achieve support from all the concerned personnel in managing change.
- The student will understand the nature of human resistance to change and will be able to strategically deal with it to overcome the same.

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 – 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 , 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

UNIT - V

Managing Change through People: Dealing with Individuals: The Three ‘R’s of Management: Reason Management – Relationship Management – Results Management – 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.

CONSUMER BEHAVIOUR

Code: MB4M01

Internal Marks: 40

External Marks: 60

L: T: P::4:0:0

Credits: 3

Course Educational Objectives:-

- To enable students understand perspectives of consumers and their behavior
- To understand the complexity of analysis Consumer Behavior.
- To find out the solutions by applying Consumer decision making process.
- To get updated with contemporary uses in Consumer Behavior

Course Outcomes:-

- Students could know the diffidence between influenced buying pattern and impulse buying pattern.
- They can develop awareness on consumer behavior and its influence on buying process
- Students are well versed in analyzing the consumer trends and psychology.

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 behavior

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,beliefs 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, Nicosia model,The howard sheth model,Engel-kollat-blackwell -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

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

REFERENCES

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

CUSTOMER RELATIONSHIP MANAGEMENT

Code: MB4M02

Internal Marks: 40

External Marks: 60

L: T: P::4:0:0

Credits: 3

Course Educational objectives:-

- To familiarize the students with emerging trends in customer relations in the Indian Business and to manage these relations in an effective manner to increase customer loyalty.
- To make students understand the importance in making/ managing customer Relations which would be vital for success of business organization
- To give greater insights into dynamics of relationships for better understanding by students

Course outcomes:-

- To give a realization to students on how customer relations changes business opportunities
- To prove customer relationship management as a prerequisite for success of a business

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

Customer Relationship Management : Emerging trends and perspectives – Cost benefit analysis- Customer value – Customer life time value – Customer profitability- Customer centric organizational structure

UNIT - IV

The individualized customer proposition - Customization – Customer satisfaction -The relationship policy - Loyalty programs – Improvement of the size and quality of the customer database

UNIT – V

Customer Retention and customer experience management: Introduction- changing roles of CRM – Customer retention management – Customer recall management – Customer experience management –Cross Selling

Relevant case study discussions in all units

TEXT BOOK

1. CRM Concepts and cases – Alok kumar Roy- Prentice Hall India
2. 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 – CustomerRelationship Management: Perspectives from the market place – Elsevier 2002.
2. Mitch Schneider – Total Customer Relationship Management – Thomson DelmarLearning 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

DATA WAREHOUSING AND DATA MINING

Code: MB4S01

Internal Marks: 40

External Marks: 60

L: T: P::4:0:0

Credits: 3

Course Educational Objectives:

- To make student technically vibrant in handling the database.
- To impart and improve the analytical skills of the students by understanding various warehousing and mining techniques.
- To make students good forecasters for the further development of the business

Course Outcomes:

The students can

- Extract the data in required manner for analysis.
- Handle data in a better manner which is essential for the growth of any business organization.
- Manage the feedbacks of the existing customers which may play a key role for the development of business operations.
- Identify the trend and forecast the future of the business.

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 Ware Housing, 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
5. Gary W Hansen, James V Hansen: Data Base Management and Design, 2/E, PHI – 2000 New Delhi.

DECISION SUPPORT SYSTEMS

Code: MB4S02

Internal Marks: 40

External Marks: 60

L: T: P::4:0:0

Credits: 3

Course Educational Objectives:

- To make students realize the role of the computer-based information system which can support the business or organizational decision-making activities.
- To make students understand the concepts of DSSs to serve the management, operations, and planning levels of an organization.
- To make students as good decision makers by compiling useful information from a combination of raw data, documents, and personal knowledge, or business models to identify and solve problems and make decisions.

Course Outcomes:

At the end of the course the student can

- Do comparative sales figures analysis between one period and the next,
- Project revenue figures based on product sales assumptions.
- Analyse the customers feedbacks, which will be useful for the growth of the organization.

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

1. 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.