



FACULTY OF MANAGEMENT

SCHOOL OF MANAGEMENT

MBA FULL TIME

CURRICULUM AND SYLLABUS - 2013-14

SRM University
MBA - Revised Curriculum - 2013-14

Code	Semester –I	L	T	P	C
MB 13101	Thinking and Communication Skills (Practical)	0	0	4	2
MB 13102	Accounting for Decision Making	2	4	0	4
MB 13103	Philosophy for Management	3	0	0	3
MB 13104	Economics for Managers	2	2	0	3
MB 13105	Managerial Statistics	2	4	0	4
MB 13106	Managerial Skills (Practical)	0	0	6	3
					19
	Semester-II				
MB 13201	Financial Management	2	4	0	4
MB 13202	Management Information System	2	2	0	3
MB 13203	Marketing	3	2	0	4
MB 13204	Human Resource Management	2	0	0	2
MB 13205	Production And Operation Management	3	2	0	4
MB 13206	Legal Aspects of Business	2	2	0	3
	Semester- III				20
MB 13301	Summer Internship (8 weeks) (Practical)	0	0	4	2
MB 13302	Entrepreneurship	2	2	0	3
MB 13303	Strategic Management	2	2	0	3
MB 13304	Business Analytics (Practical)	0	0	4	2
	Elective-1	2	2	0	3
	Elective-2	2	2	0	3
	Elective-3	2	2	0	3
	Elective-4	2	2	0	3
	Semester- IV				22
	Elective-5	2	2	0	3
	Elective-6	2	2	0	3
MB 13401	Industrial Elective (Practical)	0	0	10	5
					11
	Total Credit				72

Functional Electives

Page No.

Finance Marketing	33
Human Resource	54
Marketing	67
Operations	88
Systems	103

Vertical Electives

Agriculture Management	122
Auto Industry	130
Enterprise Resource Planning	138
Hospitality Management	155
Hospital and Health Care	163
Media and Communication	173
Pharma	183
Project Management	191
Retailing	201
Banking Financial Service Insurance	210

MBA- FUNCTIONAL ELECTIVE- 2013-14					
FINANCE					
		L	T	P	C
MB 13FM01	Security Analysis and Portfolio Management	2	2	0	3
MB 13FM02	Merchant Banking and Financial Services	2	2	0	3
MB 13FM03	Banking Services and Operations	2	2	0	3
MB 13FM04	Entrepreneurial Finance	2	2	0	3
MB 13FM05	Financial Derivatives	2	2	0	3
MB 13FM06	Risk Management and Insurance	2	2	0	3
MB 13FM07	Global Finance	2	2	0	3
MB 13FM08	Mergers and Acquisitions	2	2	0	3
MB 13FM09	Corporate Tax Management	2	2	0	3
MB 13FM10	Financial Products Marketing	2	2	0	3
MB 13FM11	Project Finance	2	2	0	3
MB 13FM12	Personal Finance	2	2	0	3
MB 13FM13	Management Control Systems	2	2	0	3
Human Resource					
MB 13HR01	International Human Resource Management	2	2	0	3
MB 13HR02	Creativity And Innovation	2	2	0	3
MB 13HR03	Training And Development	2	2	0	3
MB 13HR04	Knowledge Management	2	2	0	3
MB 13HR05	Industrial Psychology	2	2	0	3
MB 13HR06	Employee Engagement	2	2	0	3
MB 13HR07	Industrial Relations	2	2	0	3
MB 13HR08	Competency Mapping	2	2	0	3
MB 13HR09	Organizational Change and Development	2	2	0	3
MB 13HR10	Leadership	2	2	0	3

MARKETING					
MB 13MM01	Integrated marketing Communication	2	2	0	3
MB 13MM02	Product Management	2	2	0	3
MB 13MM03	Consumer behavior	2	2	0	3
MB 13MM04	Services Marketing	2	2	0	3
MB 13MM05	Sales Management	2	2	0	3
MB 13MM06	Pricing Decisions	2	2	0	3
MB 13MM07	Rural Marketing	2	2	0	3
MB 13MM08	Social Media Marketing	2	2	0	3
MB 13MM09	Relationship Marketing	2	2	0	3
MB 13MM10	Institutional Marketing	2	2	0	3
MB 13MM11	Green Marketing	2	2	0	3
MB 13MM12	New Venture Creation	2	2	0	3
MB 13MM13	Marketing Research				

OERATIONS					
MB 13OM01	Quality Management	2	2	0	3
MB 13OM02	Resource Management Techniques	2	2	0	3
MB 13OM03	Six Sigma and Process Improvement	2	2	0	3
MB 13OM04	Production Planning And Control	2	2	0	3
MB 13OM05	Service Management	2	2	0	3
MB 13OM06	Material Management	2	2	0	3
MB 13OM07	Supply Chain Management	2	2	0	3
MB 13OM08	Quality Management Systems	2	2	0	3
MB 13OM09	World Class Manufacturing	2	2	0	3
MB 13OM10	Lean Manufacturing	2	2	0	3
MB 13OM11	Entrepreneurial Decision Making	2	2	0	3
MB 13OM12	Management of Technology And Innovation	2	2	0	3

SYSTEMS					
MB 13SM01	Master Data Management	2	2	0	3
MB 13SM02	Information Security Management	2	2	0	3
MB 13SM03	Cloud Computing Collaboration	2	2	0	3
MB 13SM04	Information Storage and Management	2	2	0	3
MB 13SM05	Business Data Communication	2	2	0	3
MB 13SM06	Business Intelligence System	2	2	0	3
MB 13SM07	Enterprise Resource Planning	2	2	0	3
MB 13SM08	Software Project Management	2	2	0	3
MB 13SM09	Database Management System	2	2	0	3
MB 13SM10	Software Quality Engineering	2	2	0	3
MB 13SM11	E-Business Technology and Management	2	2	0	3
MB 13SM12	Object Oriented analysis and Design	2	2	0	3
MB 13SM13	Web Technology Management	2	2	0	3
MB 13SM14	C++ Programming	2	2	0	3

MBA – VERTICAL ELECTIVE - 2013-14					
AGRICULTURE MANAGEMENT					
MB 13AM01	Agri Finance Management	2	2	0	3
MB 13AM02	Agro Input Marketing	2	2	0	3
MB 13AM03	Agricultural Project Management	2	2	0	3
MB 13AM04	Cooperatives In Rural Ventures	2	2	0	3
MB 13AM05	IT Systems For Agro Enterprises	2	2	0	3
MB 13AM06	Sustainable Agriculture Management	2	2	0	3

AUTO INDUSTRY					
MB 13AI01	Introduction to Auto Industry	2	2	0	3
MB 13AI02	Product Design And Development	2	2	0	3
MB 13AI03	Six Sigma and Lean Manufacturing in Auto Industry	2	2	0	3
MB 13AI04	Supply Chain Management Practices in Auto Industry	2	2	0	3
MB 13AI05	Quality Management and Practices in Auto Industry	2	2	0	3
MB 13AI06	Marketing Practices in Auto Industry	2	2	0	3

ENTREPREISE RESOURCE PLANNING

MB 13ER01	Materials Management Processes	2	2	0	3
MB 13ER02	Financial Planning Processes	2	2	0	3
MB 13ER03	Sales and Distribution Processes	2	2	0	3
MB 13ER04	Production Planning Processes	2	2	0	3
MB 13ER05	Customer Service Processes	2	2	0	3
MB 13ER06	Controlling Processes	2	2	0	3

HOSPITALITY MANAGEMENT

MB 13HM01	Hospitality Management	2	2	0	3
MB 13HM02	Event Management	2	2	0	3
MB 13HM03	Advanced Kitchen And Service Management	2	2	0	3
MB 13HM04	Hospitality Facility Planning	2	2	0	3
MB 13HM05	International Tourism Management	2	2	0	3
MB 13HM06	Revenue and Pricing Management For Hospitality Industry	2	2	0	3

HOSPITAL AND HEALTH CARE

MB 13HH01	Epidemiology And Bio-Statistics	2	2	0	3
MB 13HH02	Organization of Clinical Services And Healthcare Delivery System	2	2	0	3
MB 13HH03	Marketing Management of Hospital And Healthcare Services	2	2	0	3
MB 13HH04	Health Policy, Insurance and Tourism	2	2	0	3
MB 13HH05	Legal and Ethical Issues In Healthcare	2	2	0	3
MB 13HH06	Operations Management In Healthcare	2	2	0	3

MEDIA AND COMMUNICATION

MB 13MC01	Social Media	2	2	0	3
MB 13MC02	Media Law, Ethics and Governance	2	2	0	3
MB 13MC03	Media Management	2	2	0	3
MB 13MC04	Media Applications and Technology	2	2	0	3
MB 13MC05	Public relations and Corporate Communications	2	2	0	3
MB 13MC06	Mass Communication, Advertising and Sales promotion	2	2	0	3

PHARMA

MB 13PH01	Strategic Pharma Marketing	2	2	0	3
MB 13PH02	Productivity and Infrastructure Management	2	2	0	3
MB 13PH03	Legal Aspects for Pharma Industry	2	2	0	3
MB 13PH04	Pharmaceutical Brand Management	2	2	0	3
MB 13PH05	Industrial and Service Marketing	2	2	0	3
MB 13PH06	Project Management	2	2	0	3

PROJECT MANAGEMENT

MB 13PM01	The Project Organization	2	2	0	3
MB 13PM02	Project Planning, Scheduling and Budgeting -1	2	2	0	3
MB 13PM03	Project Planning, Scheduling and Budgeting -2	2	2	0	3
MB 13PM04	Managing Project Teams	2	2	0	3
MB 13PM05	Project Execution, Monitoring and Control	2	2	0	3
MB 13PM06	Project Audit And Closure	2	2	0	3

RETAILING

MB 13RL01	Visual Merchandising And Store Layout Design	2	2	0	3
MB 13RL02	Retail Franchising	2	2	0	3
MB 13RL03	E- Retailing	2	2	0	3
MB 13RL04	Inventory and Logistics Management	2	2	0	3
MB 13RL05	Consumer behavior and Retail Loyalty	2	2	0	3
MB 13RL06	Store Format and Mall Management	2	2	0	3

BANKING FINANCIAL SERVICES AND INSURANCE (BFSI)

Course Code	Course Title				
MB 13BI01	Principles and Practices of Banking	2	2	0	3
MB 13BI02	Financial Institutions and Markets	2	2	0	3
MB 13BI03	Legal and Service aspects of Banking and Insurance	2	2	0	3
MB 13BI04	Information Technology, Data Communications and Electronic Banking	2	2	0	3
MB 13BI05	Principles and Practices of Life and General Insurance	2	2	0	3
MB 13BI06	Enterprise Risk Management	2	2	0	3

I SEMESTER

MB 13101	THINKING AND COMMUNICATION SKILLS	L	T	P	C
		0	0	4	2

COURSE RATIONALE:

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

COURSE OBJECTIVES:

After studying this course learners will be able to:

- Enhance thinking and communication skills
- Communicate effectively to the needs of the corporate world
- Choose the appropriate method like arguments to achieve the desired results
- Use problem solving and spatial reasoning
- Organize thoughts more clearly and effectively
- Develop business relations

SYLLABUS:

Unit I

6

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

Unit II

6

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

Unit III

6

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

Unit IV**6**

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

Unit V**6**

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

REFERENCES

1. John Butterworth and Geoff Thwaites, Thinking Skills Cambridge University Press, reprint 2009.
2. Michael Gelb, How to Think like Leonardo Da Vinci, Seven Steps to Genius Every day, Dell 2000
3. Shriley Taylor and V.Chandra - Communication for Business: A Practical Approach-4th edition(Pearson) Publication:2011
4. Dr.K.Alex - Soft Skills: Know Yourself and know the world, S. Chand and Company, 2010
5. Written Case Analysis - SRM Publication
6. Ranjini Manian, Upwardly Mobile, Behavioral and Business Skills for the new Indian Manager, Penguin India, 2011.

MB 13102	ACCOUNTING FOR DECISION MAKING	L	T	P	C
		2	4	0	4

COURSE RATIONALE:

As decision makers, managers have to be familiar with the basics of accounting. This course aims to impart the basics of preparation and analysis of financial statements. It also aims to equip the future managers with decision making fundamentals when faced with alternate choices. As objectives can be achieved only through fixing targets, a basic knowledge about preparations of budgets, and fine tuning of current operations to achieve the budgets is sought to be taught.

COURSE OBJECTIVE:

On completion of this course the learner is expected to:

Apply appropriate judgment derived from knowledge of accounting theory, to financial analysis and decision making.

Prepare financial statements in accordance with Generally Accepted Accounting Principles.

Employ critical thinking skills to analyze financial data as well as the effects of differing financial accounting methods on the financial statements.

Define the needs of the various users of accounting data and demonstrate the ability to communicate such data

Develop an ability to prepare various budgets for a firm with the help of projections provided.

SYLLABUS:

Unit I

12

Financial statements - positional and activity statement - financial statements prepared at the end of the year - conclusions that you tend to make by reading the financial statements of a company.

Delivery mode: Lectures, case presentations.

Unit II

12

Financial position of a company using ratios - common size statements, comparative statements, and trend analysis - working capital - funds flow and cash flow statements and comment on the liquidity, profitability, solvency and activity levels of the firms.

Delivery mode: Lectures, Numerical, Problem solving, cases

Unit III

12

Time value of money in financial decisions - compounding and discounting - Equated Monthly Installments¹ - project appraisal techniques - Internal Rate of Return and Cost of Capital - Discounted Cash flows - capital rationing - mutually exclusive and mutually inclusive projects. – Factors that underpin the decisions involving alternative choices.

Delivery Mode: Group discussions, Problem solving, Cases

Unit IV

12

Significance of Budgetary control - steps in preparing various budgets - cash budgets with the given information - Zero Base Budgeting – application of budgeting techniques in practical scenario.

Delivery Mode: Problem solving, case discussions, seminars, guest lectures

Unit V

12

Reading the financial statement of a bank/public utility and comment on its financial position – financial statements of real estate companies - necessity to standardize reporting practices.

Delivery mode: Case presentations, Group discussions and Lectures

REFERENCES

1. Anthony, Merchant and Howkins, Accounting – Text and Cases, 12th Edition, Tata McGrawhill, 2011
2. William J. Bruns, Jr., Financial Reporting and Management Accounting, Pearson Publication, 6th edition, 2010.
3. S.N Maheshwari, S.K Maheshwari, Financial Accounting, Vikas Publication, 4th edition – 2011.
4. I.M.Pandey – Management Accounting – Vikas Publication -3rd edition -2010.
5. S.K. Bhattacharyya John Dearden – Accounting for Management Text and Cases – Vikas publication , 6th edition– Reprint 2011.
6. Charles H.Gibson –Financial Statement Analysis –Cengage Publication – 12th edition -2011.

MB 13103	PHILOSOPHY FOR MANAGEMENT	L	T	P	C
		3	0	0	3

COURSE RATIONALE:

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

COURSE OBJECTIVE:

On completion of this course the participant is expected to:

Understand the basics of Philosophy to understand where these can be applied in Business Management and improving individual efficiency.

Understand the concept of Corporation and expectations of Stakeholders and Social responsibility.

Understand the Ethical values and Role of Business Ethics in Business Management.

Understand the Issues 'for' and 'against' Ethics in Business to judicially apply Ethical Values and Codes.

Understand the Prevention and Corrective mechanisms to minimize/eliminate Unethical Practices.

Understand Ethical Codes and their implementation.

Understand Ethical Processes.

SYLLABUS:

Unit I Overview

5

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

Unit II Select Philosophers:

10

Western: Classical: Aristotle, Stoicism, Epicureanism; Select Biblical quotes. Medieval and modern age: Immanuel Kant, Utilitarianism, Existentialism (Kierkegaard, Nietzsche, Satre), John Rawls Theory of Justice.

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

Unit III Process of Business Management: Historical Developments:

9

Historical Evolution of Ancient Businesses, Development of Management Processes – Pioneers of the Initial Decades- F Taylor, H L Gantt H Fayol, Max Weber Elton Mayo,

Rise of Large / Multi National Corporations and increasing complexity of Management, Stakeholders Relationships, Corporate Social responsibility; Rise and Role of Internet and IT and Communication Technologies, Worldwide Economic Reforms and Globalisation., Environmental Pollution and Depletion of Natural Resources, Collapse of large companies due to questionable practices and Global Financial Institutional crisis of the last decade, Need for strict laws and ethical conduct.

Unit IV Process of Business Management - Modern Age: Management process 9

Organising, Planning, Directing, Controlling, Corporate Governance Model, Strategic Planning Model - Planning and Control, Organisational Behaviour Model - Organising and Directing, Current Age Management Thinking - Drucker, Porter, Prahalad and others.

Unit V Application of Philosophy in Business Management: 12

Law abidance and Ethical conduct beyond Law :Ethics and Law, Ethical Values and Business Ethics, Theories of Ethics; Ethical Conflicts and Compromises; Issues for and against Ethics in Business; Beyond profit –Stakeholders' Expectations and Social responsibility; Environment prompting Unethical Conduct, Preventive and Corrective Mechanisms; PMRE, Ethical Codes in Functional Areas; Sustainable Development, Setting up of Ethical Codes, Beyond Ethical Codes: Process Management - for individual fulfilment/satisfaction and Organisational Efficiency, Fine tuned Ethical Conduct as an individual choice.

REFERENCES

1. Richard L.Daft, New Era of Management, Cengage Learning, 2012
2. Mary C. Gentile, Giving Voice to Values, Yale University Press, 2010
3. Brooke Noël Moore and Nanneth Broder, Philosophy :The Power of Ideas,(8th Edition) , Tata Mcgraw Hill., 2011
4. J. Donald Somasundaram, Contemporary Philosophical Issues: Logic, fallacies, skepticism, ethics, religion and cults, whistle blowing. Donald Johnson Institute of Technology Private Ltd., Chennai, 2008.
5. A.C.Fernando, Business Ethics – An Indian perspective. Pearson, 2009
6. Vijay Kumar Kaul , Business Organization and Management Text and Cases, 2012
7. Peter Drucker, Concept of Corporation, Pearson, 1946
8. Peter Drucker, Practice of Management Harper and Row publishers, 1954
9. John R. Boatright and Bibhu Prasan Patra . Ethics and the conduct of business. Pearson, 2011
10. Tom Morris, if Aristotle ran general motors. Henry Holt and company Inc. New York, 1997

MB 13104	ECONOMICS FOR MANAGERS	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

To provide exposure to the happenings in the macro economy and facilitate a better-informed decision making on the part of the learner

COURSE OBJECTIVE:

The expected outcome after learning this course is that the student will be able to:

Understand the functioning of economy and its inter-connection with business firm

Know the distinction between the controllable internal micro environment and the uncontrollable external macro environment

Contextualize the concepts of economics in corporate decisions.

Appreciate the impacting of macro policy in business

SYLLABUS:

Unit I

9

The Meaning and importance of Economics-Limitations of economics –The relevance of Economics to other functional areas of management in decision making - Scope of Micro and Macro Economics in decision making process – Circular flow of income. Two sector model- to four sector model. Economic Equilibrium situation.

Unit II

9

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

Unit III

9

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

Unit IV**9**

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

Unit V**9**

Different types of Government policies - Macro policies - Fiscal and monetary policy, he The influence of the Business cycles in managerial decisions- Understanding the Indian VS Global economic scenario - Critical assessment of LPG, FDI influence on the growth and development of any economy.

REFERENCES

1. Karl.E.Case, Ray.C.Fair; Principles of Economics ;Pearson 2012.
2. H.Kaushal, Managerial Economics – Case Study,MacMillan,2011.
3. Paul Samuelson William .d.Nordhaus, Economics, 19th Edition Mc GrawHill, New Delhi, 2011
4. Dominick Salvatore, “Managerial Economics in a Global Economy” 4th Edition, Thomson South-Western.2011
5. V.L.Mote et al, “Managerial Economics”, Tata McGraw-Hill Publishing Company Limited, India,2011
6. John Sloman. “Economics”, Pearson Education, India, 2011
7. Joel Dean, “Managerial Economics”, Prentice – Hall of India, 2011
8. Sumitra Pal, Managerial Economics, Cases and Concepts, Mac Millon India Ltd., 2011
9. G.S.Gupta, Macro Economics, Tata McGraw Hill Company Ltd., India, 2008
10. Dwivedi, D.N., Managerial Economics. Vikas Publication, New Delhi, 2011

MB 13105	MANAGERIAL STATISTICS	L	T	P	C
		2	4	0	4

COURSE RATIONALE:

This course is designed to provide prospective management studies students with the skills necessary to generate reports, analyses and decisions based on a study of relevant data. This course provides the set of skills that are most frequently used in the work place to generate and critically analyze reports.

COURSE OBJECTIVE:

After learning this course the learners will be able to understand the relevance of statistics in the functional areas of business- Accounting, Finance, Information systems, Marketing and Management and gain knowledge on how to use excel spread sheets and focus on interpretation of results.

SYLLABUS:

UNIT I

14

Measures of central tendency (Mean, Median, Mode, combined mean, weighted average, Quartiles, Deciles and Percentiles) – Measures of variation (Range, Quartile Deviation, Standard deviation, variance and Coefficient of variation)

Delivery Mode: Lectures, numerical problems, case studies

UNIT II

14

Correlation analysis – scatter diagram method – Karl Pearson's Coefficient of correlation- Spearman's Rank correlation – Regression Analysis (simple regression) – Time Series (Trend analysis only)- Seasonal, Cyclical and irregular variations only theory – Multiple regression concepts.

Delivery Mode: Lectures, numerical problems, case studies

UNIT III

14

Hypothesis testing – Parametric tests (t- test, Z- test for testing of single mean and testing of two population means)- One way ANOVA, Two way ANOVA- Chi-square test (Goodness of fit and Independence of attributes)- Non- parametric tests (U test, H test and K-S test).

Delivery Mode: Lectures, numerical problems, case studies

UNIT IV**14**

Probability and probability distributions – Basic probability – Addition theorem – Multiplication theorem – Conditional Probability – Baye’s theorem – Probability distributions – Binomial, Poisson and Normal distribution

Delivery Mode: Lectures, numerical problems, case studies

UNIT V**14**

Decision Analysis – Decisions under Uncertainty (Maximax, Maximin, Minimax regret, Laplace and Hurwicz criterion) – Decisions under Risk (EMV, EOL, EPPI and EVPI) – Decision tree analysis.

Delivery Mode: Lectures, numerical problems, case studies

REFERENCE

1. Levine, Stephan, Krehbiel and Berenson, Statistics for Managers using Microsoft excel, PHI Learning Private Limited, 2010.
2. Dr. Deepak Chawla, Dr. Neena Sondhi, Research Methodology Concepts and Cases, Vikas Publishing House Private Limited, 2011.
3. Gerald Keller, Managerial Statistics, Cengage Learning, 2011.
4. P.N. Arora, Managerial Statistics, S.Chand Limited, 2009.
5. Dr. T.N. Srivastava, Statistics for Management, Tata McGraw Hill Publishing Company, 2008.

MB 13106	MANAGERIAL SKILLS	L	T	P	C
		0	0	6	3

COURSE RATIONALE :

The exposure to this course will develop the necessary skills in learner to manage self and others in the group. It is a multi skill based course.

COURSE OBJECTIVES:

After studying this course learners will be able to:

- Equip with behavioural competencies, developing their managerial skills
- Practice Windows Operating System and learn MS-Word and MS- Power Point of MS Office.
- Assess self
- Understand Stress and ways to manage stress
- Identifying learner’s daily routine
- Comprehend Cross – cultural diversity and diversity management
- Editing and proof reading documents
- Presenting information in columns and tables

SYLLABUS:

Unit I

9

Self Awareness – Self Portrait – Self Assessment

Unit II

9

Continuous Learning - learning styles – identifying one's personal style of learning: Book review (who moved my cheese) – rules of learning – individual development plan(IDP) – Multiple Intelligence – 360 degree evaluation of IDP – Techniques of managing IDP – Executing a Mini Project on Learning

Unit III

9

Stress - Managing Stress – Symptoms of Stress – Sources of Stress – reactions to stress – yoga

Time Management – identifying student's daily routine – Executing a mini project (An interview with an achiever) – Tips for effective time management – Time Wasters (Causes and Solutions)

Unit IV

9

Diversity management - diversity – common organizational diversity issues – managing diversity

Unit V

9

Computing Skills – Explore Office 2010 – changing program settings – files – Microsoft Word 2010 – text edit and proof reading – Organizing information in columns and tables – various ways to add simple graphic elements – Preview, Print and Distribute Documents – Ms Power Point 2010 - slides – slide text – Format slides – Adding simple visual Enhancements – Review and Deliver Presentations – Email Messages

REFERENCES

1. David A.Whetten and Kim S.Cameron, Developing Management Skills, – PHI 2011.
2. Joyce Cox, Joan Lambert, and Curtis Frye Step by Step Microsoft Office Professional 2010, PHI 2011.
3. Chris Parker, Brian Stone, Developing Management Skills for Leadership, Pearson, 2002.
4. June Dennis, Phil Webster, Management Consultancy and Skills, Pearson, 2005.
5. W. David. Rees, Christine Porter, the Skills of Management, South-Western/Cengage Learning, 2008.
6. Mcgrath E.H., S.J., Basic Managerial Skills for all, 9th Edition, PHI 2012.

II SEMESTER

MB 13201	FINANCIAL MANAGEMENT	L	T	P	C
		2	4	0	4

COURSE RATIONALE:

As future managers, it is imperative for the students to understand the nuances of finance. Hence this course lays stress on all aspects of personal, business and corporate finance.

COURSE OBJECTIVE:

On completion of the course, the learners should be able to:

Compute cost of capital of various sources, overall cost of capital and leverages

Evaluate the financial viability of investments by developing proficiency in valuation techniques both DCF (Discounted cash flow) and others

Able to compute requirement of working capital and apply various techniques in controlling and management of inventory

Compare the financial systems of the world and perform a cost-benefit analysis of various sources of finance available for the firm.

Describe the practical considerations while taking capital structure and dividend decisions

SYLLABUS:

Unit I

12

Financial management – relationship with other functions of management - nature and scope of financial management – objectives - agency conflicts - risk management - risk-return trade off – treatment of risks in projects.

Delivery Mode: Problem solving, lectures,

Unit II

12

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

Delivery mode: lectures, cases, problem solving

Unit III**12**

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

Delivery mode: cases, numerical, problem solving, news paper articles, Group discussion

Unit IV**12**

Working capital management - working capital cycle – calculation – estimating working capital requirements - components of working capital - objectives of holding cash - models - cash budget - receivables - collection period - EOQ – inventory management in trading concerns

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

Unit V**12**

Dividends – relevance – theories of dividend – MM hypothesis – Marginal costing – significance - BEP – definition – calculation – using CVP for business decisions

Delivery mode: Problem solving, cases, invited lectures

REFERENCES

1. I M Pandey: Financial Management, Vikas Publishing House, 10th Edition, 2011.
2. Khan and Jain: Financial Management, Mc GrawHill – 6th edition - 2011
3. Rajiv Srivastava, Anil Misra - Financial Management, Oxford University Press – 2nd ed. 2011.
4. Van Horne and Wachowicz, Jr.–Fundamentals of Financial Management – PHI – 13th ed. 2010.

MB 13202	MANAGEMENT INFORMATION SYSTEMS	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

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

COURSE OBJECTIVES:

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

SYLLABUS:**Unit I****8**

Information System in the Global Business – Role of Information Systems in the Business Today Perspectives on information systems – Contemporary Approaches to Information Systems – Business Processes and Information Systems - Types of Information Systems— Systems for Collaboration and Team work – IS function in Business. Case studies

Unit II**10**

Information Technology Infrastructure – Infrastructure Components – Contemporary Hardware Platform Trends – Contemporary Software Platform Trends – Management Issues – Data bases and Information Management – Traditional file –vs- Database approach – Using Database to improve Decision making – Managing Data resources – Ensuring Data Quality- Case Studies

Unit III**8**

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

Unit IV**9**

Securing Information Systems – System Vulnerability and abuse – Business value of security and control – Establishing a framework for security and control – Technologies and tools for protecting information resources - Case Studies

Unit V**10**

E-commerce : Digital markets and digital goods – Ecommerce and the internet – E-commerce: Business and Technology – Mobile Digital platform and mobile e-commerce – Building an e-commerce website. Case Studies

Lab Exercises**30 Periods**

Practice the use of MS Excel Spreadsheet
Practice the use of MS Access Database
Graphs using MS Excel

Application of Formula in MS Excel
 Breakeven Analysis using MS Excel
 Creation of Table in MS Access
 Calculation of Net Margin using MS Excel

REFERENCES

1. Kenneth C. Laudon and Jane P.Laudon– Management Information Systems- Managing the Digital Firm-Twelfth Edition, Pearson 2012
2. Alexis Leon, Enterprise Resource Planning – Tata McGraw Hill Publishing Co. Ltd., New Delhi – 2005
3. Raymond Meleod, JR Information Systems – Mac Millan Publishing Co. Ltd – 4th Edition,2012
4. Gerald V.Post David L. Anderson, Management Information System-Solving Business Problems with Information Technology – Tata McGraw Hill Publishing Co. Ltd, New Delhi,2012
5. Gordan B.Davis Margrette H.Olsan, Management Information System, Conceptual Foundations, Structure and Development – Second Edition – Tata McGraw Hill Co. Ltd, New Delhi,2012

MB 13203	MARKETING	L	T	P	C
		3	2	0	4

COURSE RATIONALE:

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

COURSE OBJECTIVES:

After studying this course learners will be able to:

- Understand Market, Marketing and Marketing Management
- Develop the selling skills
- Know how Marketing strategies drive businesses
- Sketch the marketing environment
- Draw insights in marketing information through research
- Differentiate Markets
- Group, divide and focus marketing attention to deliver value to target customers
- Differentiate products and services and build brands
- Design and develop new products to deliver value
- Price, distribute and communicate through offers and build up customer value

Be responsive to customer, government, public and environment.

SYLLABUS:

Unit I

15

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

Unit II

14

Connecting with customers-Creating customer value, satisfaction and Loyalty: Building Customer Value and Satisfaction-Maximizing Customer Lifetime Value-Cultivating Customer Relationships-Customer Database and Database marketing-Analyzing Consumer markets, Business Markets-Identifying Market Segments and Targets.

Unit III

12

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

Unit IV

12

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

Unit V

12

Integrated Marketing Communication: Communicating value- Role of Marketing communications-Deciding on Marketing Communications Mix -Managing Mass Communications, Personal communications-Managing Marketing in the Global economy.

REFERENCES

1. Philip Kotler, Kevin Lane Keller, 'A framework for marketing management', 4th edition, Pearson, 2012.
2. Charles W.Lamb,Joseph F.hair,Sharma,McDaniel,'MKTG South Asian Perspective, Cengage Learning 2012.
3. Philip Kotler, Kevin Lane Keller, Abraham Koshy, and Mithaleswar Jha,'Marketing Management, 13th Edition, Pearson Publications Limited. 2012.

4. Kenneth E.Clow, Donald Baack, 'Cases in marketing Management 'Sage Publications,2012.
5. Arun Kumar and Meenakshi, 'Marketing Management', Vikas Publishing House, 2011
6. Ramasamy and Namakumari, 'Marketing Management- Global Perspective- Indian Context', 4th edition, Macmillan Publishers India Ltd. 2011.
7. Rajan Saxena ,'Marketing Management', 4th Edition, Tata McGraw Hill Publishing Co. Ltd.2011.
8. Kenneth E Clow and Donald Baack ,'Marketing Management, A customer-oriented Approach', Sage Publishers, 2010.
9. Nikhilesh Dholakia, Rakesh Khurana, Labdhi Bhandari, Abhinandan K.Jain, 'Marketing Management Cases and concepts' Macmillan Publishers,2009.
10. Paul Baines, Chris Fill, Kelly page, 'Marketing', Oxford University Press, Asian Edition 2013.
11. Rajiv Lal John A.Quelch V.Kasturi Rangan, Marketing Management, Tata Mcgraw Hill Pvt Ltd,2010

MB 13204	HUMAN RESOURCE MANAGEMENT	L	T	P	C
		2	0	0	2

COURSE RATIONALE:

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

COURSE OBJECTIVE:

After studying this course learners will be able to:

Articulate an understanding of execution of HRM in organizations.

Identify the building blocks of HR execution

Comprehend -right people in right place

SYLLABUS:

Unit I

6

Human resource management – functions of HRM – diversity issues – People Process – HR Strategy and Operations.

Unit II **6**
 Human Resource Requirements – Job Analysis/Planning/ Outsourcing/ Mergers/
 Layoffs – Recruiting and Selection

Unit III **9**
 Effectiveness in Human Resources: Orientation/Training/Career Development –
 coaching - link between rewards and Performance – Leadership – Operationalizing
 Culture.

Unit IV **3**
 Compensation and Security - Benefits – Implementation of compensation and
 benefits

Unit V **6**
 Employee Relations – Organizational Discipline - employees motivation - HR in
 International arena - Term Project

REFERENCES

1. Nkomo, Fottler, McAfee, Human Resource Management Applications, Cengage, 7th Edition © 2011
2. Larry Bossidy , Ram Charan, Charles Burck, Execution: The Discipline of Getting Things Done, Crown Business, 2009
3. Kesho Prasad , Getting the Right People, Macmillan, 2009
4. DeNisi Angelo S., HRM: An Introduction, Cengage, 2013
5. Rod Jones, HRM Fundamentals, Pearson, 2012

MB 13205	PRODUCTION AND OPERATIONS	L	T	P	C
	MANAGEMENT	3	2	0	4

COURSE RATIONALE:

The purpose of learning this course on Production and Operations Management is to expose the students to the concepts and techniques of shop floor management practised in various industries.

COURSE OBJECTIVES:

After studying this course the learner will be able to explain the nature, importance and scope of production and operations management and understand the nuances of concepts and applications involved in production and operations management.

SYLLABUS:

Unit I

10

Introduction – Basic Concepts – Classification of production Systems – Product design – Process planning – Make or Buy decisions – Productivity
Delivery Mode: Lectures, Numerical Problems and Case study.

Unit II

15

Plant location (Qualitative and Quantitative aspects) – Plant Layout (Principles, Types and Applications) – Capacity Planning and Strategies
Delivery Mode: Lectures, Numerical Problems, Case study and Mini project in plant layout design.

Unit III

10

Material Handling Principles and Equipments – Production Planning and control (Theory and problems) Delivery Mode: Lectures, Numerical Problems and examples from shop floor situation.

Unit IV

15

Basic Inventory Management and Selective inventory control techniques (EOQ and EBQ Models, Quantity discount, PandQ Systems, MRP-I and ABC analysis) – Maintenance management (Theory and Replacement decisions (Individual and Group Replacement))
Delivery Mode: Lectures, Numerical Problems and Case study.

Unit V

10

Work study – Method study (Diagrams and Charts) and Time study (Rating, Allowances) – Quality control (Statistical quality control charts for variables and attributes) – Purchase and Stores Management (Principles, Functions, Types, Documentation and Accounting)
Delivery Mode: Lectures, Numerical Problems and Case study.
Note: The subject will be taught on 50% theory and 50% problems and Cases.

REFERENCES

1. R. Panneerselvam; Production and operations management; Prentice Hall India private limited, 2012.
2. Mahapatra; Operations Management; Prentice Hall India private limited; 2010
3. P.N. Mukherjee; Operations Management and Productivity techniques; Prentice Hall India private limited; 2009.
4. Richard B Chase; Operations Management; McGraw-Hill Education private limited; 2010.
5. J.P. Saxena; Production and Operations Management; McGraw-Hill Education private limited; 2008.

MB 13206	LEGAL ASPECTS OF BUSINESS	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

To familiarize the participants with a working knowledge of Indian laws which are absolutely essential for future managers in their day to day working.

COURSE OBJECTIVE:

On completion of this course the participants expected to

Describe the salient provisions relating to Indian contract act, Sale of Goods Act, Factories Act, Companies Act, and other acts relating to public interest.

The familiarity with the precaution to be taken by them as managers when they enter into business relationships with their suppliers, customers or other third parties

SYLLABUS:

Unit I - General Principles of Law of Contract **6**

Indian Contract Act – 1872

Unit II - Special Contracts **6**

Bailment and Pledge, Indemnity and Guarantee-Contract of Agency - Sale of Goods Act

Unit III - Industrial Law **6**

Factories Act; Indian Trade Union Act

Unit IV - Company Law **6**

Meaning; Definition; Formation of Company; Rights, Duties and Liabilities of Directors; Winding up of the Company

Unit V - Law Related To General Public **6**

The Consumer Protection Act 1986; The Information Technology Act 2000; The Right to Information Act ; SEBI Act 1992

REFERENCES

1. Ravindra Kumar- Legal Aspects of Business-Cengage-2011
2. N.D.Kapoor, Mercantile Law – Sultan and Sons,2012
3. Vakul Sharma, Cyber Law – Mac Milan,2012
4. Akhileshwar Pathak, Legal aspects of business- Tata McGraw-Hill,2011
5. Tejpal Sheth –Legal Aspects of Business-Pearson -2012
6. Chandra Bose- Business Law-PHI-2010

III SEMESTER

MB 13301	SUMMER INTERNSHIP(8 WEEKS) (PRACTICAL)	L	T	P	C
		0	0	4	2

MB 13302	ENTREPRENEURSHIP	L	T	P	C
		2	2	0	3

COURSE RATIONALE

To achieve the objective of creating an entrepreneurial mind set. Encourage entrepreneurial thinking. This course provides learners a set of tools for experience finding and developing innovative alternatives to address value creation either for profit or for non profit or social enterprise.

COURSE OBJECTIVES

To develop creative and innovative skills, Review different creativity methodologies and models

To learn how to start an enterprise and design business plans that is suitable for funding considering all dimensions of business.

To know the knowledge funnel by way of understanding how the business innovation takes place

To creation of business canvas with focus on nice key elements of business model creation.

To run a small enterprise with small capital for a short period and experience the science and art of doing business

SYLLABUS:

Unit I - Innovation and Design Thinking

9

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

Unit II - Business Models

9

Elements of Business canvas in three sectors such as extractive sector, manufacturing sector and innovation sector. 1. Value propositions; 2. Customer relationships; 3. Customer segments; 4. Channels; 5. Key resources; 6. Key activities; 7. Key partners; 8. Cost structure; 9. Revenue streams.

Unit III - Introduction to Entrepreneurship

9

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

Unit IV - Entrepreneurship Feasibility Analysis

9

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

Unit V - Business Plan and Financial Support

9

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

REFERENCES:

1. Jayshree Suresh, Entrepreneurial Development, Margham Publishers, Chennai, 2011.
2. Shankar Raj, Entrepreneurship: Theory And Practice, Tata Mc-graw Hill Publishing Co.ltd.-new Delhi, 2010
3. Jeffry A. Timmons, Stephen Spinelli New venture creation, Tata MCGraw Hill, 7th Edition 2009.
4. Martin, Roger , The Design of Business, Harvard Business Publishing, 2009
5. Janszen, Felix and Degenars, Grada, A Practical Guide to Innovation Excellence - Stichting Centrumvoor Innovatie Management, Netherlands, 2011
6. Drucker.F, Peter , Innovation and Entrepreneurship, Harper business, 2006.
7. Ambrose, Gavin and Harris Paul, Design Thinking, Ava Publishing, 2009
8. Osterwalder, Alexander and Pigneur Yves, Business Model Generation, John Wiley and Sons Inc, 2010.
9. Chahal, Gurbaksh, The Dream: How I Learned the Risks and Rewards of Entrepreneurship and N Made Millions, Palgrave Macmillan, 2008
10. Hirsch, Robert, Peters Michael and Dean Shepherd, Entrepreneurship. Tata McGraw Hill Education Private Limited, 2006
11. Yuvnesh Modi, Rahul Kumar, Alok Kothari , The Game changers: 20 extraordinary success stories of entrepreneurs from IIT Kharagpur, Random House, 2012
12. Rajiv rai, Entrepreneurship, Oxford University Press, 2011

MB 13303	STRATEGIC MANAGEMENT	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

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

COURSE OBJECTIVE:

At the end of this course students will be able to:

- Understand the concept of objectives, mission, vision, programmes and policies.
- Evaluate the strategies of different companies.
- Evaluate all functional strategies of management in global scenario.
- Understand the organization structure, code of ethics and tactical plans.
- Formulate strategies suitable for non-profit organization.
- Understand evaluation, control and feedback processes.

SYLLABUS:

Unit I

9

Basic concepts: The Meaning and relevance of Forms of Business organizations- Their influence on managerial decision making- Types of Governmental System - Types of Markets -Business Environment- Sectoral Division of Business- Public, Joint and Private Sectors;-Forms of Organizations: Sole Proprietorship, Partnership, Joint Stock Companies and Cooperatives- Forms of growth of Business-Organic and Inorganic and Dissolution -Role of Entrepreneurship-Impact of Economic Reforms, and Future Scenario

Unit II

9

Components of Strategic Management Process- Strategic planning process: setting quantified objectives: Corporate Governance Perspectives-Public policy and Management, Components of the Planning Process, Business Philosophy, Vision / Mission and Planning horizon, Environmental Scans and Forecasts, value chain analysis – Porter's five force model Opportunities and Threats, Internal analysis-Strength and Weaknesses, SWOT and Competitive advantage, Setting quantified Corporate objectives

Unit III

9

Strategic Planning Process: The role of IT in strategy formulation- Strategy formulation: Generating Strategy Alternatives BCG growth – share Matrix –Existing Business and Diversifications, Strategic Choice, Investment and Funding Plans,

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

Unit IV

9

Strategic Implementation Process: The role of ethics in formulating and implementing corporate strategies- Organizing for implementation: Components of the Process, Resource mobilization, allocation and delegation, Organizational Structure, System and Processes and Code of Ethics, Unit wise/ Function wise Micro goals/Targets/policies, Tactical plan.

Unit V

9

Strategy Evaluation Process: Execution and control: Leadership- Change Management- Project Management-Directing- Evaluation and Control of Performance-Feedbacks on overall Process.

REFERENCES:

1. Chinthan and , Strategic Management, Vikas Publications, 2012.
2. Thomas L. Wheelan and David Hunger J , Concepts in Strategic Management and Business Policy. Pearson Education, 2010
3. Hitt, Ireland, Hoskisson and Manikuttu, Strategic management-A south Asian perspective. Cengage Learning, 2012
4. Nag. A., Strategic Management: Analysis-Implementation-Control. Vikas Publishing House Pvt. Ltd, 2011
5. Charles W.L.Hill and Gareth R. Jones. An Integrated approach to strategic management. Cengage Learning, 2008
6. C.Gopinath, Julie 1. Sicilian Strategic ! Experimental Excercises in Strategic management 3rd edition, Cengage Learning 2010.
7. Michael A Hitt, R.Duane Ireland, Robert E Hoskisson, Strategic Management: concepts, competitiveness globalization, Cengage learning, 2012.
8. John A Parnell, Strategic Management :Theory and practice, Sage Publications, 2013.
9. Alexander Osterwalder, Business Models generation- A handbook for visionaries game changers and challengers, Willey Publications, 2010.

MB 13304	BUSINESS ANALYTICS	L	T	P	C
		0	0	4	2

COURSE RATIONALE:

This course provide an introduction to the field of business analytics, which has been defined as the extensive use of data, statistical and quantitative analysis, exploratory and predictive models and fact based management to drive decisions and actions. The development and use of data warehouses and data marts to support analytics is

discussed. Application of selected data mining techniques to business decision making situations is illustrated.

COURSE OBJECTIVES:

After studying this course students will be able to:

Gain an understanding of how managers use business analytics to formulate and solve business problems and to support managerial decision making.

Become familiar with the processes needed to develop report and analyze business data.

Understand how to use and apply selected business analytics software for Finance, Marketing, Operations and Human Resources Management.

Introduction to Predictive Analytics Software (PASW)-Forecasting-Modeling-Statistical Methods-Finance-Marketing-Operations-HR Analytics

SYLLABUS:

Unit I	6
Overview of Business analytics – Components of Business analytics – data warehousing – data mining – mindset required for a business analytics profession	
Unit II	6
Concept of Data Warehousing – Online analytical processing - Business Analytics and Data visualization	
Unit III	5
Introduction to Data, Text and Web mining - Performance Management	
Unit IV	7
Data mining methods and Applications – Frequency analysis, Correlation, regression, Chi-square, Forecasting, Factor analysis, T-Test, Cluster analysis using Predictive Analytics Software (PASW)	
Unit V	6
Finance – Marketing – Operations – Human Resource analytics using PASW	

REFERENCES:

1. E.Turban, R.Sharda, J.Aronson, and D.King , Business Intelligence : A Managerial Approach, Pearson Prentice Hall, 9th edition, 2011.
2. Darren George and Paul Mallery,"SPSS for Windows STEP BY STEP-A simple guidance and Reference 17.0 UPDATE", PEARSON, First Impression 2011
3. Dean P. Foster, Robert A. Stine, Richard P. Waterman, "Business Analysis using Regression – A Casebook", Springer International Edition
4. Computer Applications in Business by S. V. Srinivasa Vallabhan – Sultan Chand and Sons

FUNCTIONAL ELECTIVES

FINANCE

		L	T	P	C
MB 13FM01	Security Analysis and Portfolio Management	2	2	0	3
MB 13FM02	Merchant Banking and Financial Services	2	2	0	3
MB 13FM03	Banking Services and Operations	2	2	0	3
MB 13FM04	Entrepreneurial Finance	2	2	0	3
MB 13FM05	Financial Derivatives	2	2	0	3
MB 13FM06	Risk Management and Insurance	2	2	0	3
MB 13FM07	Global Finance	2	2	0	3
MB 13FM08	Mergers and Acquisitions	2	2	0	3
MB 13FM09	Corporate Tax Management	2	2	0	3
MB 13FM10	Financial Products Marketing	2	2	0	3
MB 13FM11	Project Finance	2	2	0	3
MB 13FM12	Personal Finance	2	2	0	3
MB 13FM13	Management Control Systems	2	2	0	3

MB 13FM01	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

To provide an in-depth exposure to the issuance, valuation, legal backing and usage of various financial instruments; to acquaint the students with global financial markets and practices in analyzing securities, creation, evaluation and management of efficient portfolios

COURSE OBJECTIVE:

On completion of the course the learner should be able to:

- Describe the general structure of various financial markets.
- Value financial products such as common stocks and fixed-income securities
- Analyze multiple companies for possible inclusion in the portfolio.
- Build a diversified portfolio and assess portfolio performance.

SYLLABUS:

Unit I

10

Investment - types of investment - investment avenues - components of financial system- functions - trade off between risk and return –

Mode of delivery: Lecture Mode /PPT –Theories of Investment and Indian Financial System

Problems /Numerical in the area of Risk Vs Return

Unit II

10

Investment avenues – valuation - Valuation of securities – Bonds – stocks and other securities

Mode of delivery: Lecture Mode /PPT –Investment Avenues, Problems /Numerical in the area of Valuation of Securities-Stocks/Bonds

Unit III

10

Fundamental analysis - technical analysis - types of charts - Patterns used in Technical Analysis- Efficient Market Hypothesis (EMH)

Mode of delivery: Lecture Mode /PPT –Fundamental Vs Technical Analysis Problems /Numerical in the area of Valuation of Securities-Stocks/Bonds

Unit IV

10

Capital Asset pricing Models – APT – Random Walk Hypothesis

Mode of delivery: Lecture Mode /PPT –CAPM/Random Walk Theory/Efficient Market Hypothesis Problems /Numerical in the area of Valuation of Securities-Stocks/Bonds

Unit V

10

Construction of Portfolio – evaluation of portfolio models - revision of portfolio

Mode of delivery: Lecture Mode /PPT-Portfolio Theories/Construction of Portfolio Problems /Numerical in the area of Evaluation and Revision of Portfolios

REFERENCES

1. V.A.Avadhani - Securities Analysis and Portfolio Management — Himalaya Publishing House, Mumbai – 10th Edition - 2011.
2. M.Ranganatham, R.Madhumathi - Security Analysis and Portfolio Management – – Pearson Publications – 2nd edition – 2010.
3. Donald E.Fischer, Ronbald J.Jordan - Security Analysis and Portfolio Management — Pearson Publications – 6th edition – 2010.
4. Herbert B.Mayo - An introduction to Investments - – Cengage Learning – 2nd edition, 2010.
5. Dhanesh Kumar Khatri - Investment Management and Security Analysis — Macmillan – 2nd edition – 2011.

MB 13FM02	MERCHANT BANKING AND FINANCIAL SERVICES	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

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

COURSE OBJECTIVE:

On completion of the course, the learners should be able to:

Assess the methods of forecasting market trends so as to determine profitability, viability, etc.,

Create, Evaluate and manage investment portfolio.

Analyze investment proposals and evaluate financial assets for investment purposes.

Compare and contrast the quality and delivery of financial service products provided by financial institutions.

Apply this knowledge to their life to seek to financial markets for investment purposes.

Identify the factors that affect the return of a risky asset, and utilize the techniques to manage those risks.

SYLLABUS:

Unit I

10

Drivers of Merchant Banking – Indian History of Merchant Banking – Merchant banking specialist services – functions of Merchant Banking - relevant provision of Companies act with reference to Merchant Banking – requirements of elements in Merchant banking –SEBI guidelines Lead Merchant Banker– Post-issue Obligation – cancellation or suspension of Registration.

Mode of delivery: Lecture Mode /PPT-

Unit II

10

Underwriting – securities underwriting - function of underwriting – categories of underwriting – provision of Companies act with reference to underwriting - price issues expected in underwriting – real estate underwriting – forensic underwriting – sponsorship underwriting.

Mode of delivery: Lecture Mode /PPT-

Unit III**10**

Origin and growth of Hire purchase in India – financial aspect of Hire purchase – accounting method of Hire purchases – structure of Hire purchase – working of Mutual fund – Explain Assets under Management with AMC – SEBI regulation on Mutual funds –functional classification of Mutual funds – types of Credit rating – origin of Venture financing – Venture capital funds regulations 1996.

Mode of delivery: Lecture Mode /PPT, invited lectures

Unit IV**10**

Stock broking – drivers of Stock broking – factors influencing Stock broking – depository system- opening of Demat Account – Stamp duties on securities – Factoring is important – service rendered by factoring – International Factoring – forfeiting – Factoring and Forfeiting – Mortgage – different types of Mortgages.

Mode of delivery: Lecture Mode /PPT-

Unit V**10**

Drivers of Housing Finance – types of Housing Finance – Why refinance is needed in Housing finance – operational structures of Housing finance – recovery of finance in Housing finance – functions of Housing finance – standard Housing finance companies in India – contribution of Housing finance to Indian Economy.

Mode of delivery: Lecture Mode /PPT

REFERENCES

1. M.Y.Khan, 'Financial Services' – Tata McGraw-Hill, 6th Edition, 2011.
2. Madhu Vij and Swati Dhawan, Merchant Banking and Financial Services, Tata McGraw-Hill, 6th Edition, 2012.
3. Padmalatha Suresh Justin Paul - Management of Banking and Financial Services – Pearson Publication – 2nd Edition – 2010.
4. Bharati V.Pathak – The Indian Financial System, Markets, Institutions and Services – Pearson Publication 3rd Edition – 2011.
5. Merchant Banking and Financial Services – K.Ravichandran – Himalaya Publishing House, 3rd edition – 2011.

MB 13FM03	BANKING SERVICES AND OPERATIONS	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

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

COURSE OBJECTIVE:

On completion of the course, the learner should be able to

Evaluate various functions/ operational aspects associated with banks.

Develops an ability to comprehend the increasing global demand to develop and sustain responsible professionalism in global banking.

Assess the various banking products/ services.

SYLLABUS:

Unit I

10

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

Unit II

10

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

Unit III

10

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

Unit IV

10

Bank balance sheet structure. - profitability of banks analyzed - Record keeping - 5S concepts, Principles of Lending, Credit appraisal, Revenue recognition and realization, Money Market Operations, Credit Risk Management, Prudential Norms- Asset Classification – Nonperforming assets – Provisioning - reforms that have happened in the banking sector in the recent years Mode of delivery: Lecture Mode /PPT- Principles of Lending/NPA

Unit V

10

Asset Liability Management - Capital Adequacy in Banks - Basel I, Basel II, Basel III,-CAMELS rating of Banks - Banking Ombudsman - SARFAESI Act, RBI Act

-Legal framework of CRR, SLR, and PLR - Banking Regulation Act – provisions relating to service and operations in banks
 Mode of Delivery – Lectures, GD, - Capital Adequacy in Banks/PLR/ Basel I, Basel II, Basel III

REFERENCES

1. Padmalatha Suresh and Justin Paul-Management of Banking and Financial Services –Pearson Education, 2nd edition, 2010
2. Clifford Gomez - Banking and Finance – Theory, Law and Practice –PHI Learning Pvt. Ltd, 3rd edition, 2012
3. D. Muraleedharan - Banking Theory and Practice –PHI Learning Pvt. Ltd, 3rd edition, 2011
4. Jyotsna Sethi and Nishwan Batia - Elements of Banking and Insurance – 4th edition, PHI Learning Pvt. Ltd, 2011

MB13FM04	ENTREPRENEURIAL FINANCE	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

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

COURSE OBJECTIVE:

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

SYLLABUS:

Unit I **10**
 Financing needs of a company - capital structure of a typical start up - Financing needs and capital structure-sources of finance-International capital markets: Short term; Long term- Debt, Equity optimal mix of debt and equity financing.
 Mode of Delivery – Lectures, GD, Brain Storming, Assignments

Unit II **10**
 Project and company valuation-value definition and perspective-tools needed for valuating investment project, techniques-book value, DCF, Market value, Fair Value, Capital Financing-Trade credit bills, Factoring Corporate finance-Risk Management-Corporate financing.
 Mode of Delivery – Lectures, GD, Brain Storming, Assignments

Unit III **10**
 Business evaluation and valuation-Valuate early stage business opportunity-Venture capital methods-VC Funds-Structure of capital-Angel investors-Private equity-Financing-Ways entrepreneurs are financed and analyze the role of financial contracts
 Mode of Delivery – Lectures, GD, Brain Storming, Assignments

Unit IV **10**
 Employment, attracting and compensating employees in start ups

Unit V **10**
 EXIT- founders should exit the business- New generation into transition-How to create new leaders for future business
 Mode of Delivery – Lectures, GD, Brain Storming, Assignments

REFERENCE

1. J.Chris Leach, Ronald W . Melicher, Entrepreneurial Finance, Cengage Learning, 2009
2. Osterwalder, Alexander and Pigneur Yves, Business Model Generation, John Wiley and Sons Inc, 2010.
3. Chahal, Gurbaksh, The Dream: How I Learned the Risks and Rewards of Entrepreneurship and N Made Millions, Palgrave Macmillan, 2008
4. Hirsch, Robert, Peters Michael and Dean Shepherd, Entrepreneurship. Tata McGraw Hill Education Private Limited, 2006

MB 13FM05	FINANCIAL DERIVATIVES	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

This course aims at providing an in-depth understanding of financial derivatives in terms of concepts, structure, instruments and trading strategies for profit and risk management. This perspective will allow the treatment of both pricing and hedging problems under a unified framework. Though financial payoffs are the main focus, the framework of the course will help the students analyze and manage risks arising out of non financial exposures too.

COURSE OBJECTIVES:

On completion of the course, the learner should be able to

Explain the basic types of derivatives, their pay off functions and the economic roles they play in managing risks

Describe the distinctive features of the existing financial derivatives

Compare the pay-offs of the derivatives and optimize investment decisions in derivatives

Demonstrate a sound knowledge of the structure and operations of derivative markets.

Critically evaluate pricing models and apply to the financial engineering of structured products

Apply the theoretical framework of finance to commodities, energy derivatives, equity products and currencies

SYLLABUS:

Unit I

10

Introduction to derivatives – types – necessity for derivatives - valuation basics – discounting and compounding – Time value – continuous compounding – significance

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

Unit II

10

Forward contract and Futures Contract - Forwards – futures – Pricing of Futures and Forwards - options pricing strategy - commodity derivatives – currency futures and Interest Rate futures - Index futures – pricing - valuation

Mode of delivery:

Lecture Mode /PPT –Derivatives Contract and its Types, Problems /Numericals in the area of Pricing of forwards and futures

Unit III

10

Types of Options - Differentiate European and American options– Call option and put Option - option pricing models - Binomial Model – Black and Scholes – Volatility – Delta – Gama – Theta – Vega- Rho- Estimation and Valuation – Define Value At risk-

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

Unit IV

10

Swaps – Equity – Currency – Interest Rate- Types – Structure - Pricing –

Mode of delivery: Lecture Mode /PPT –Types of swaps Problems /Numericals-Interest Rate Swaps/Currency swaps

Unit V

10

Exotic Derivatives – Weather Derivatives - Credit Derivatives? – Real Derivatives – stages involved in the process of Financial Engineering – Scenario Analysis and Simulation – developments and trends in the area of derivatives trading
 Mode of delivery: Lecture Mode /PPT –Types of Derivatives, Financial Engineering, Scenario Analysis and simulation

REFERENCES

1. Hull, John C, Options, Options, futures and other derivatives, Prentice Hall of India,8th edition, 2011
2. Ranganatham and Madhumathi, Derivatives and Risk Management, Pearson, 2011
3. Kevin, S, Commodity and Financial Derivatives, PHI, 2010.
4. Rajiv Srivastav, Derivatives and Risk Management, Oxford University Press, 2010

MB 13FM06	RISK MANAGEMENT AND INSURANCE	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

Identification of risk is sine quo none in any business. The course is directed towards students in understanding how large scale complex risk can be identified, managed and architected. The ultimate aim being mitigation of risk, this course also aims to familiarize the students with such methods.

COURSE OBJECTIVE:

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

SYLLABUS:

Unit I

10

Risk – Differentiate Risk and Uncertainty – types of Risks – financial risk and its management - steps in Risk management – Risk avoidance –Risk reduction – risk types – risk management process – risk management Information systems(RMIS)

Unit II**10**

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

Mode of delivery: Lecture Mode /PPT

Unit III**10**

project risk management –risk associated with new projects – the risk involved in contracting plant – Risk involved in erection and installations – management of risk in supervision of a project – Risk involved in kickoff an IT project - various tools used in project risk management – process of project Risk management – disclosure of project risk management.

Mode of delivery: Lecture Mode /PPT-

Unit IV**10**

concept of Financial risk management – drivers of financial risk management – sources of solving financial risks of an organization – tools used in financial risk management - risk involved in Asset liability management(ALM) – Techniques of valuation including estimate and proxies – explain hedgeable and non-hedgeable – treasury function .

Mode of delivery: Lecture Mode /PPT-

Unit V**10**

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

Mode of delivery: Lecture Mode /PPT-

REFERENCES

1. Trieschmann, Hoyt, Sommer -Risk Management and Insurance — Cengage Learning – 2010.
2. Mark S.Dorfman- Introduction to Risk Management and Insurance – PHI – 9th edition – 2010.
3. P.K.Gupta- Insurance and Risk Management – Himalaya Publishing House – 2010
4. S.Arunjatesan and R.R.Viswanathan - Risk Management and Insurance, Concepts and practices fo Life and General Insurance – Macmillan – 2010.

5. Harrington, Niehaus - Risk Management and Insurance – Tata Mc Graw Hill – 2nd edition – 2010

MB 13FM07	GLOBAL FINANCE	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

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

COURSE OBJECTIVE:

On completion of the course, the learner should be able to

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

SYLLABUS:

Unit I **10**
 Overview of Global Business Environment - History of Monetary systems - Evolution and practices in Foreign Exchange Markets - International financial markets
 Mode of Delivery – Lectures, GD, Brain Storming, Assignments

Unit II **10**
 Parity theory and conditions – determination of Exchange rate - types of exchange rates - Steps and Procedures that have to be followed for calculating Bill rate and Exchange rates,
 Mode of Delivery – Lectures, GD, Brain Storming, Assignments

Unit III **10**
 Exposure and Risk Management - hedging – speculation – arbitrage - internal and external techniques of hedging – derivatives – meaning – significance - types

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

Unit IV

10

Regulatory Framework for International Finance - Short term financial management in a global set-up – treasury functions

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

Unit V

10

International Project Appraisal - relevance of accounting and taxation in international business

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

REFERENCES

1. Jeff Madhura, International Financial Management, 10th edition, Cengage Learning, 2010.
2. Michael Moffett, Arthur Stonehill, David Eiteman, Fundamentals of Multinational Finance, International Edition, 4th Edition, Pearson Publications, August 2011,
3. Cheol S. Eun And Bruce G. Resnick, International Financial Management, Tata McGraw Hill, 2010.
4. P.G Apte, International Financial Management, 6th edition, Tata McGraw Hill, 2011.

MB 13FM08	MERGERS AND ACQUISITIONS	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

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

COURSE OBJECTIVE:

On completion of the course, the learner should be able to

Evaluate pre-acquisition challenges

Critically examine and evaluate different of integration strategies;

Analyse human resource, cultural and political challenges during post-acquisition integration

Create solutions for implementing mergers and acquisitions

SYLLABUS:

Unit I

10

Definition of Mergers- Differences between acquisitions and amalgamations - types of merger - motives behind mergers - rationale behind theories of mergers – synergy – meaning types - operating, financial and managerial synergy – creation of synergy - value creation in horizontal, vertical and conglomerate mergers - factors internal and external factors -contributing to Mergers and Acquisitions.

Mode of delivery: Lecture Mode /PPT –Various theories of Mergers and acquisitions/Synergy Effect/Value Creation Problems /Numerical-

Unit II

10

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

Mode of delivery: Lecture Mode /PPT Problems/Numerical

Unit III

10

initiate and close the Merger deal - Dynamics of MandA process - Five-stage model – due diligence - Process of merger integration – organizational and human aspects – managerial challenges of M and A – Takeovers – types - hostile takeover approaches - anti takeover defenses - Financial defensive measures – Coercive offers and defense – anti-takeover amendments – Define poison pill

Mode of delivery: Lecture Mode /PPT –Numerical

Unit IV

10

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

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

Unit V

10

Accounting for amalgamation – pooling of interest method, purchase method

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

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

REFERENCES

1. Kamal Ghosh Ray ,“Mergers and Acquisitions, Strategy, valuation and integration” Prentice Hall of India – 2011.
2. J.Fred Weston, Kwang S.Chung, and Susan E.Hoag, “Mergers, Restructuring, and Corporate Control” - Prentice Hall of India, New Delhi – 2010.
3. Dt.Girish P Jakhotiya , “Strategic Financial Management “— Vikas Publishing House Pvt. Ltd. New Delhi, 2nd Edition – 2012.
4. I M Pandey, “Financial Management”– Vikas Publishing House Pvt. Ltd. New Delhi 10th Edition – 2011.

MB 13FM09	CORPORATE TAX MANAGEMENT	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

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

COURSE OBJECTIVE:

On completion of the course, the learner should be able to

Apply the provisions of the Income tax Act relating corporate, partnerships and sole proprietorship firms.

Evaluate the tax implications on investment decisions- tax advantage on replacements of assets.

Comment on the most suitable financing option.

Plan for filing returns using relevant provisions relating to tax deductions.

SYLLABUS:

Unit I

10

Direct Taxation – meaning – methods - benefits derived by Direct Taxation to Indian Society - Direct Tax as distinct from a tax imposed upon a transaction – differentiation of Direct Tax from Sale Tax - Reduction in inequalities – differences between Direct Tax and Indirect Tax – features of good tax system to serve the

developmental need of developing countries – – exemption in Income tax – tax avoidance

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

Unit II

10

Corporate Tax – meaning - differences between company tax and corporate tax - corporate tax is needed - taxable income in corporate tax – exemption in corporate taxation- Non-income taxes - partnership taxation- difference in Income tax on Individuals and Sole proprietors - differed Income tax of a company - Corporate Income Tax Provision: Forms 10-K and 10-Q.

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

Unit III

10

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

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

Unit IV

10

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

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

Unit V

10

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

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

REFERENCES

1. Vinoth Singania ,Corporate tax – Taxman –, 2012
2. V.S.Daley , Indirect Taxes Law and Practice, 2012

3. Income Tax guidance and Ready Reckoner 2012
4. Mc graw hills Taxation of Individuals and Business entitles, 2012
5. V.K.Singhana , Corporate tax planning and Business Tax procedure with tax studies , , 2011

MB 13FM10	FINANCIAL PRODUCTS MARKETING	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

This course is designed as an inter-disciplinary course and encourages students of both marketing and finance specializations to pursue. It is a mix of basic marketing principles and finance aimed basically to apply the marketing skills to market financial products. The basic rationale of this course is to bridge the gap between theory and practice and to apply the basic principles of marketing to market financial products.

COURSE OBJECTIVES:

On completion of the course, the learner should be able to

Appreciate how recent thinking in marketing and services marketing applies to financial services

Analyze how marketing theory underpins the marketing of financial services

Evaluate the financial products available in the global market

Relate the financial products to the Indian context and construct suitable deliverables

Be able to identify key issues for marketers of financial services

SYLLABUS:

Unit I

10

Basic Concepts of Financial products – types of Financial products – viability of financial products in current economic scenario – Different types of Financial products Marketing – financial products focused to Indian customer – Different states of Introduction of financial products to customer – management of financial products – different stages of managing Financial products – development Indian financial products-

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

Unit II

10

Concept of financial product Mix – 7 P's – 4 c's – Impact of marketing strategies in financial products development - CRM – CRM in Banking Industry –

competition theory in Direct financial product marketing - steps in the relationship management process – Strategies in Relationship management process .
 Mode of Delivery – Lectures, GD, Brain Storming, Assignments

Unit III **10**

Marketing Segmentation – financial product segmentation - profiling financial product segmentation - strategies involved in financial product segmentation - personal selling – impact of personal selling in Banking products - concept of corporate banking – Brief about corporate customer with reference to financial product - customer – banker relationship.
 Mode of Delivery – Lectures, GD, Brain Storming, Assignments

Unit IV **10**

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

Unit V **10**

Fixed income securities – types of borrowers – maturity end of Bond - inflation, Liquidity, and tax adjustment risk in securities – supranational and primary Market bonds - Stock in financial product – avenues of investments – recent trend in Investments.
 Mode of Delivery – Lectures, GD, Brain Storming, Assignments

REFERENCE

1. Eric T.Bradlow, Keith E Niedermeier and Patti Williams – Marketing for Financial Advisors – ISBN:9780071605144, 2009
2. Jeff Madura – Personal Finance – Pearson 3rd edition – 2010.

MB 13FM11	PROJECT FINANCE	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

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

COURSE OBJECTIVE:

On completion of the course, the learner should be able to

Describe the methods of identification and evaluation of project risks.

Identify the key risks from operational phase to completion phase.

Assess and forecast the probable external and internal causes of project failure.

Describe the project planning and control techniques like CPM, PERT.

SYLLABUS:

Unit I

10

Project Financing – uses - advantages - prerequisites of project financing

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

Unit II

10

Parties to project financing – contracts - consideration from the view point of project financing. - regulatory body for project financing

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

Unit III

10

Project risk - project formulation checklist - various phases of a project from planning to completion

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

Unit IV

10

Project feasibility analysis - capital budgeting - project evaluation - project planning and control exercise

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

Unit V

10

Tools used for analyzing the feasibility of a project - project appraisal process - CPM and PERT.

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

REFERENCES

1. Bhavesh Patel - Project Management, financial evaluation with strategic planning, net working and control.” Vikas Publishing House, New Delhi – 2nd Edition – 2010.
2. Prasanna Chandra , Financial Management Theory and Practice” – Tata Mc Graw-Hill – New Delhi – 7th Edition – 2010.
3. Prasanna Chandra ,Projects-Planning, Analysis, Selection, financing, Implementation and Review — Tata Mc.Graw Hill – 2010.
4. Rajiv Srivastava, Anil Mishra ,Financial Management — Oxford University Press – 2010.

MB 13FM12	PERSONAL FINANCE	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

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

COURSE OBJECTIVE:

On completion of the course, the learner should be able to

Develop money management skills.

Evaluate various investment opportunities available in the global financial markets.

Identify ways to increase net worth.

Apply the acquired knowledge to suggest investment avenues according to the risk profile of a person

Display the ability to prepare retirement plans for clients

SYLLABUS:

Unit I

10

Financial Planning Process along with Rewards – Planning Environment - Steps involved in Planning environment– Determinants of Time Value of Money - role played by time in financial decisions

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

Unit II

10

Preparation of Personal Income Statement and Balance Sheet - steps taken for preparing cash budgets - Tax management - Principles of Income Tax - process involved in Computation of Taxable Income – Calculation of Rental Income – term Capital Gains- returns filing process – Tax planning- Wealth and Gift Tax –

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

Unit III

10

Investment decisions- investment avenue – stocks- bonds – mutual funds – derivatives – real estate – Automobiles- Houses – Equated Monthly Installments - Lease or Buy – Housing Finance – Cost – Benefit Analysis –

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

Unit IV

10

Savings plans of Commercial banks and Non-banking financial corporation - Alternate investments – gold – gems- antiques- art and artifacts- Reverse mortgage-benefits – Insurance planning – annuities,

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

Unit V

10

Reverse Mortgage Estate planning - - wills – trusts –estate taxes – portfolio construction – evaluation – risk-return relationship – wealth advisory roles – importance – recent trends

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

REFERENCE

1. J Gitman and Michael D Joehnk , Personal Financial Planning Lawrence–Cengage – 12th edition – 2011.
2. Personal Financial Planning Guide Ernst and Young’s, 2010
3. G Victor Hallman and Jerry S Rosenbloom , Personal Financial Planning,6 th Edition, McGraw Hill, 2011
4. V.P.Gaur and D.B. Narang , Income Tax- Law and Practice, Kalyani Publishers, 2010
5. Jeff Madura – Personal Finance – Pearson 3rd edition 2010.

MB 13FM13	MANAGEMENT CONTROL SYSTEMS	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

This course is designed to expose the students to the strategic level of management. It gives an insight of the control mechanisms used by the higher levels of management in order to ensure effective realization of organization goals. The rationale of this course is to give students a broad understanding of the control process and reporting systems and their applications to real life business situations.

COURSE OBJECTIVE:

On completion of the course, the learner should be able to

- Describe the processes through which control could be exercised
- Evaluate the existing control systems
- Facilitate the audit processes in an organization
- Apply the knowledge earned on practical situations
- Identify lacunae in the existing systems in an organization

SYLLABUS:

Unit I

10

Organizational context of Managerial control system - Nature and Purpose of The Organizational Context of Managerial Control Systems. - Differentiate between

the Formal Systems and the Informal Systems – Subsystems and the Components of Control Systems

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

Unit II

10

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

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

Unit III

10

Hierarchy of the Control Process – Communication and Reporting Structures in the Control Systems. – Key Success Variables and Measures of Performance - Control Paradigm – Performance Indicators – EVA - Profitability measures - Design, Style and Culture of Control Systems - Managerial Styles and the Design of Control Systems –

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

Unit IV

10

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

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

Unit V

10

Control Issues in the Multinational Corporation –Cultural differences and resulting structural design problems –Transfer Pricing –Foreign Exchanges Management - Management Control in Non-Profit Institutions - The Mission of Non-Profits institutions – Key Success Factors and Performance Measures – Management Style and Culture – Formal Control Processes Management Control in Service Organizations – Cost Audit.

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

REFERENCES

1. Kenneth Merchant, - Management Control Systems Performance Measurement, Evaluation and Incentives, 3rd edition, -Wim Van der Stede, ISBN13: 9780273737612, ISBN10: 0273737619, Pearson , Sep 2011,
2. Anthony and Govindarajan - Management Control Systems- Tata McGraw Hill, 2010
3. Joseph A Maciariello and Calvin J Kirby - Management Control Systems : Using Adaptive Systems to Attain Control – 2nd edition - Prentice-Hall, India,2010

HUMAN RESOURCE

		L	T	P	C
MB 13HR01	International Human Resource Management	2	2	0	3
MB 13HR02	Creativity And Innovation	2	2	0	3
MB 13HR03	Training And Development	2	2	0	3
MB 13HR04	Knowledge Management	2	2	0	3
MB 13HR05	Industrial Psychology	2	2	0	3
MB 13HR06	Employee Engagement	2	2	0	3
MB 13HR07	Industrial Relations	2	2	0	3
MB 13HR08	Competency Mapping	2	2	0	3
MB 13HR09	Organizational Change and Development	2	2	0	3
MB 13HR10	Leadership	2	2	0	3

MB 13HR01	INTERNATIONAL HUMAN RESOURCE MANAGEMENT	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

International HRM builds on the foundations of human resource management ideas, by considering what the HRM concept actually means in different countries around the world. The course seeks to look at HRM in a broader, comparative and international perspective to deal with complex issues and diverse risks.

COURSE OBJECTIVE

By the end of the course, learners would have gained an insight into:

The diversity of HRM in an international context and the key HR challenges facing organizations working internationally;

Cross-cultural management: the impact of national culture on how individuals react to HR interventions in different countries;

Comparative HRM: the impact of national institutions and systems on designing HR policies and practices in different countries;

The impact of internationalization on the role of HR professionals in multinational organizations

SYLLABUS:

Unit I

10

International Human Resource Management – Nature and Scope – IHRM vs Domestic HRM – IHRM strategies – Globalization and HRM – Stages in Internationalization of Business – IHRM Approaches – Cross Cultural Implications – Culture and Organization Performance

Unit II

10

International Staffing: International Recruitment - Selection, Training and Development Training Strategies – Expatriate Training – Cross Cultural Training – Training for Competitive Advantage

Unit III

10

Performance Management in International Organizations – Variables influencing performance of expatriate

Unit IV

10

International Compensation management – Variables influencing Compensation – issues in compensation

Unit V

10

Repatriation – Concept – Benefits from Returnees – Challenges of Re-entry – Repatriation process – Managing Repatriation - International Industrial Relations – Nature and Approach

REFERENCES

1. K.Asathappa and Sadhna Desh, International HRM, Tata McGraw Hill, 2011
2. Monir H Tayeb, International Human Resource Management, Oxford University Press, 2011
3. S.C. Gupta, International HRM, Mac Millan, 2011
4. Peter J. Dowling, Denise E. Welch, International HRM, Thomson Learning, 2011
5. Tony Edwards, Chris Rees, International Human Resource Management, Person Education, 2011
6. PL Rao, International Human resource Management, Excel Books, 2011

MB 13HR02	CREATIVITY AND INNOVATION	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

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

COURSE OBJECTIVE:

At the end of this course, learners will:

- Understand building blocks of innovation
- Be familiar with processes and methods of creative problem solving
- Enhance their creative and innovative thinking skills
- Be familiar with creative and innovative thinking styles

SYLLABUS:

- | | | |
|-----------------|---|-----------|
| Unit I | | 10 |
| | Understanding Creativity – elements – Body and mind as roots of human creativity -attributes of creative individuals | |
| Unit II | | 10 |
| | Cultivation of creativity: convergent thinking – divergent thinking - Forced Relationship - Recognizing and avoiding mental blocks | |
| Unit III | | 10 |
| | Generation of creative ideas is individual – PMI, Thinking Hats methods – redefinition techniques – Random stimulus | |
| Unit IV | | 10 |
| | Generation of creative ideas in groups – Brainstorming/Brain-writing, reverse brain storming – synectics - Morphological Method - Attribute Listing – lateral thinking - lateral vs vertical thinking – Attitudes towards lateral thinking – Basic nature of lateral thinking | |

Unit V**10**

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

REFERENCES

1. Pradip N Khandwalla , Lifelong Creativity, Tata Mc Graw Hill, 9th edition, 2011
2. N Rastogi , Managing creativity For Corporate Excellence, Mac Millan Publications, 2011
3. Constantine Andriopoulos, Patrick Dawson, Managing Change, Creativity and Innovation, SAGE Publications Ltd, 2011
4. Edward de Bono, Lateral Thinking , Penguin Publication, 2009
5. Bytheway Charles W., FAST Creativity and Innovation, Cengage, 2013

MB 13HR03	TRAINING AND DEVELOPMENT	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

The increasing use of technology, the emphasis on blended approaches to training delivery, team task analysis, just-in-time learning, rapid e-learning, new approaches to training evaluation and improving the transfer of training are just a few examples of the exciting things that have been happening in the training and development field. This course, Training and Development reflects these changes.

COURSE OBJECTIVE:

By the end of this course learners will be able to:

- Understand the concepts, principles and process of training and development
- Develop an understanding of how to assess training needs and design training programmes in an Organisational setting
- Familiarize with the levels, tools and techniques involved in evaluation of training effectiveness.
- Develop an understanding on various non training solutions to improve employee performance.

SYLLABUS:**Unit I****10**

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

Unit II**10**

Transfer of Training - Training Evaluation

Unit III		10
	Training and Development Methods - Traditional Training Methods	
Unit IV		10
	E-Learning and Use of Technology in Training - Employee Development	
Unit V		10
	Special Issues in Training and Employee Development - The Future of Training and Development	

REFERENCES

1. Raymond Noe, Employee Training and Development, Tata McGraw – Hill Publication, 2011.
2. Blanchard, Effective training-Systems, strategies and practices, Pearson education, 2nd edition, 2011.
3. Rolf Lynton and Udai Pareek, Training for organizational transformation , Sage Publications, New Delhi, 2011
4. Dr. Ratan Reddy, Effective HR Training Development Strategy, HPH, 2005
5. S. Mathews, Designing and Managing a Training and Development Strategy, Pearson, 2005

MB 13HR04	KNOWLEDGE MANAGEMENT	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

This course focuses on how knowledge is created, captured, represented, stored and reused so as to fully leverage the intellectual assets of a firm. The tools and techniques for knowledge acquisition, assessment, evaluation, management, organization and dissemination are applied to business situations.

COURSE OBJECTIVE:

After completing this course, learners should be able to:

- Understand the fundamental concepts in the study of knowledge and its creation, acquisition, representation, dissemination, use and re-use, and management.
- Appreciate the role and use of knowledge in organizations and institutions, and the typical obstacles that KM aims to overcome.
- Know the core concepts, methods, techniques, and tools for computer support of knowledge management.
- Understand how to apply and integrate appropriate components and functions of various knowledge management systems.

Be prepared for further study in knowledge generation, engineering, and transfer, and in the representation, organization, and exchange of knowledge. Critically evaluate current trends in knowledge management and their manifestation in business and industry.

SYLLABUS:

Unit I	10
Understanding Knowledge - Knowledge Management Systems Life Cycle	
Unit II	10
Knowledge Creation and Knowledge Architecture - Capturing Tacit Knowledge	
Unit III	10
Some Knowledge Capturing Techniques	
Unit IV	10
Knowledge Codification - Transferring and Sharing Knowledge	
Unit V	10
Knowledge Transfer in E-World - Learning from Data - KM Tools and Knowledge Portals - Managing Knowledge Workers	

REFERENCES

1. Elias M. Awad, Hassan M. Ghaziri, Knowledge Management, Pearson Education Inc., Prentice Hall, 2011
2. Amrit Tiwana, the KM Toolkit – Orchestrating IT, Strategy and Knowledge Platforms, Pearson, PHI, 2nd Edition 2011.
3. Sudhir Warier, Knowledge Management, Vikas publications, 2011
4. Madanmohan Rao, Leading with Knowledge, Tata Mc-Graw Hill, 2011
5. Sanjay Mohapatra, Knowledge Management, Macmillan, 2012

MB 13HR05	INDUSTRIAL PSYCHOLOGY	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

The purpose of this course is for individuals to discover how psychological theories and research can be applied in organizational settings to improve individual, team, and organizational performance.

COURSE OBJECTIVE:

To increase understanding of the complicated systems of individual and group psychological processes involved in the world of work

To explain and evaluate the theories, research, and practices within the field of industrial psychology.

To connect the basic principles of Industrial / Organizational Psychology to Personnel and Human Resources management within organizations

To allow participants to explore ways in which individual career choices and work-life success can be improved through the benefits of I/O Psychology

SYLLABUS:

Unit I

10

Introduction to Industrial Psychology – Definitions and Scope - Major influences on industrial Psychology

Unit II

10

Scientific management and human relations schools Hawthorne Experiments

Unit III

10

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

Unit IV

10

Work Environment and Engineering Psychology-fatigue - Boredom, accidents and safety

Unit V

10

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

REFERENCES

1. Narendar Singh, Industrial Psychology, Tata McGraw Hill, 2011
2. Amit Abraham, General Psychology, Tata McGraw Hill, 2011
3. Aamodt, M.G. (2007) Industrial/Organizational Psychology : An Applied Approach , Wadsworth/Thompson, 2011
4. Landy and Conte (2007) Work in the 21st Century: An Introduction to Industrial and Organizational Psychology, 2011.
5. Aamodt Michael G., Industrial /Organizational Psychology, Cengage, 2012

MB 13HR06	EMPLOYEE ENGAGEMENT	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

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

COURSE OBJECTIVE:

By the end of this course learners will:

- Understand the concept of employee engagement and its role in the management of human capital

- Know the business impact of employee engagement

- Value tools for designing, implementing, and executing an engagement strategy

- Encourage learners to think strategically about leveraging engagements for the achievement of business goals in their organizations.

SYLLABUS:

Unit I		10
	The Performance Management Process and Employee Engagement	
Unit II		10
	Understanding Performance Appraisal - Building a Climate of Trust	
Unit III		10
	Setting Meaningful and Effective Goals - Meeting the Feedback Challenge - Recognizing Employee Performance - Learning about 360-Degree Feedback - Coaching for Success	
Unit IV		10
	Managing Employee and Team Learning and Development	
Unit V		10
	Managing and Preventing Employee Burnout - A Closing Look at Performance Management and Employee Engagement	

REFERENCES

1. Edward Mone, Manuel London, Employee Engagement Through Effective Performance Management, Tata McGraw – Hill Publication, 2011
2. Prof.B.N.Mishra, Pro.S.K.Tripathy, Employee Engagement and HR Initiatives, Himalaya Publishing House, 2011.
3. Dr. T V Rao, Huronomics for Talent Management, Pearson Publications, 2011
4. Tim Clark, The Employee Engagement Mindset: The Six Drivers for Tapping into the Hidden Potential of Everyone in Your Compan, TMH, 2012
5. Paul Marciano, Carrots and Sticks Don't Work, TMH, 2010

MB 13HR07	INDUSTRIAL RELATIONS	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

In the recent years there have been significant developments in industrial relations. This course provides the contextual and constitutional framework of industrial relations law, explains the law relating to trade unions, collective bargaining, examines the law relating to regulation of industrial dispute, deals with relating to standing orders and grievance procedure.

COURSE OBJECTIVE:

After completing this course, learners should be able to:

Impart knowledge of the contents of the laws relating to Trade Union and Industrial Disputes.

Interpret and apply these laws.

Develop an understand the interaction pattern among labour, management and the State

To impart basic knowledge of the Indian Industrial Relations System and its distinctive features in comparison to other countries.

SYLLABUS:

Unit I		10
	Overview of Industrial Relations - Development of IR System in India - Labour-management Relations	
Unit II		10
	Trade Unionism - Collective Bargaining - Employee Grievances	
Unit III		10
	Employee Discipline - Industrial Conflict	
Unit IV		10
	Labour Welfare and Social Security - Workers' Participation in Management	

Unit V**10**

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

REFERENCES

1. Arun Monappa, Industrial Relations, TMH, New Delhi, 2011
2. Venkataratnam, C.S., Industrial Relations, Oxford University Press, 2011
3. Mamoria, Mamoria, Gankar, Dynamics of Industrial Relations, Himalaya Publishing House, Mumbai, 2010
4. Singh, B.D., Industrial Relations: Emerging Paradigms, Excel Books, New Delhi, 2010
5. Sinha - Industrial Relations, Trade Unions and Labour Legislation, Pearson Education, 2009

MB 13HR08	COMPETENCY MAPPING	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

Since the last few decades organizations are realizing that in order to maintain a competitive edge they need to understand and identify competencies which drive performance. They are now setting up processes that will enable them to not only assess competencies among employees, but also develop competencies in employees aiming to take up greater challenges and shouldering more responsibility.

COURSE OBJECTIVE:

After the completion of the paper, learners should be able to:

Understand the fundamentals of Competency Mapping

Value its benefits and understand all that is involved in implementing competency mapping; and identify a cost effective way of implementing the whole process.

Have insights into assessment tools used for competency mapping.

Experience the process of Competency Mapping

Be aware of implementation pre-requisites and strategies

SYLLABUS:**Unit I****10**

Introduction to Competency Concept – Understanding Competencies - Components of competency

Unit II	Competency Categories – Steps in Developing Competency Model	10
Unit III	Competency Modeling - Assessment Centre - Assessment Centre Methods – Implementation of Assessment Centre	10
Unit IV	Individual Development Plan	10
Unit V	Organizational Uses of Competency	10

REFERENCES

1. Sraban Mukherjee, Competency Mapping for Superior Results, Tata McGraw – Hill Education Pvt. Ltd., New Delhi, 2011
2. Radha R Sharma, 360 Degree feedback, Competency Mapping and Assessment Centers, Tata Mc-Graw Hill Education Pvt. Ltd., New Delhi, 2011
3. Sanghi, Seema, The Handbook of Competency mapping, Response Books, New Delhi, 2011.
4. Ganesh Shermon, Competency Based HRM, TMH, 1st Edition, 2004.
5. Sahu R. K., Competency Mapping, Excel Books, 2009.

MB 13HR09	ORGANIZATIONAL DEVELOPMENT	CHANGE	AND	L	T	P	C
				2	2	0	3

COURSE RATIONALE:

Organizational change refers to processes of growth, decline and transformation within the organization. It is imperative to study organizational change as changes at local and global level are pervasive and persistent.

COURSE OBJECTIVE:

The course is designed to help the learners develop as potential change agents and OD professionals. After completing this course learners should:

Be able to understand the theory and practice relating to the processes of organisation development and change.

Develop insight and competence in diagnostic and intervention processes and skills for initiating and facilitating change in organisations.

Gain necessary self-insight, skills and techniques to become effective change agents and internal OD consultants.

SYLLABUS:

Unit I	10
Introduction – Planned Organisational Change – Foundations of OD – Organisational Diagnosis – Feedback and OD	
Unit II	10
OD Interventions: An Overview – Individual and Interpersonal Interventions	
Unit III	10
Team / Group Interventions – Intergroup Interventions - Comprehensive Interventions -	
Unit IV	10
Organisational Transformation	
Unit V	10
OD Consultant: Role, Skills and Dilemmas – Success and Failures of OD – Future of OD and New Perspectives	

REFERENCES

1. Radha R. Sharma, Change Management, concepts and applications, TMH, 2011
2. V Nilkant, S Ramnarayan, Managing Organizational Change - Response Books, 2011
3. Palmer, Dunford, Akin, Managing organizational change, Tata Mc- Graw Hill, 2010
4. Kavith Singh, Organization Change and Development, Excel Books, 2010
5. Richard W. Woodman, William A. Passmore, Abraham B. Rami Shani, Research in Organizational Change and Development, Emerald Group Publishing, 2013

MB 13HR10	LEADERSHIP	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

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

COURSE OBJECTIVE:

Upon successful completion of this course, learners will be able to:

Clearly articulate an understanding of setting vision and mission as a leader.

Identify and describe a various of theories of leadership

Learn to have an increased awareness of leadership skills within the context of their daily life.

Appreciate that effective leadership is a multi-faceted process.

Integrate learning styles with teamwork

Develop strategies for exhibiting global leadership skills.

SYLLABUS

Unit I

10

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

Unit II

10

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

Unit III

10

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

Unit IV

10

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

Unit V

10

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

REFERENCES

1. Jan Carmichael, et.al. Leadership and Management Development, Oxford Publications, 2011.
2. Uday Kumar Haldar, Leadership And Team Building, Oxford Publications, 2011
3. Chandra Mohan, Leadership and Management, , Himalaya Publishing House , 2007

4. Richard Hughes, Robert C. Ginnett, Gordon J Curphy, Leadership: enhancing the lessons of Experience, McGraw –Hill Publication, 6th Edition, 2011
5. T.V. Rao, Charu Sharma, 100 Managers in Action, McGraw- Hill Publication, 2012
6. Bonnie T Yarbrough , Leading groups and Team, Cengage Learning, New Delhi, 2011

MARKETING

		L	T	P	C
MB 13MM01	Integrated marketing Communication	2	2	0	3
MB 13MM02	Product Management	2	2	0	3
MB 13MM03	Consumer behavior	2	2	0	3
MB 13MM04	Services Marketing	2	2	0	3
MB 13MM05	Sales Management	2	2	0	3
MB 13MM06	Pricing Decisions	2	2	0	3
MB 13MM07	Rural marketing	2	2	0	3
MB 13MM08	Social Media Marketing	2	2	0	3
MB 13MM09	Relationship Marketing	2	2	0	3
MB 13MM10	Institutional Marketing	2	2	0	3
MB 13MM11	Green Marketing	2	2	0	3
MB 13MM12	New Venture Creation	2	2	0	3
MB 13MM13	Marketing Research	2	2	0	3

MB 13MM01	INTEGRATED MARKETING COMMUNICATION	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

The purpose of learning this course is to expose the students to the realms of Marketing communication vis-à-vis advertising, sales promotion and direct marketing. This course gives a focus to design the promotional mix offered to customers.

COURSE OBJECTIVES:

At the end of this course on Integrated Marketing Communication the learner will be able to:

- Identify the communication mix
- Integrate consumer behaviour with marketing communication
- Differentiate advertising and sales promotion tools

Evaluate the effectiveness of advertising message and measure media reach and favorability
 Prepare ad copy and propose a budget for ad campaign
 Understand the operations of advertising agency
 Gain insights in the role of Public relations, direct marketing mix and Event management
 Observe the social implications of advertising and code of conduct.
 Develop the nuances of effective integrated communication

SYLLABUS:

Unit I **10**
 Integrated Marketing Communication- Concept, Process, Communication Mix, IMC plans- Consumer Behaviour and IMC Plan-Case studies

Unit II **10**
 Sales promotion and advertising- Types, Techniques of Sales Promotion- Advertising- Objectives and Perspective: AIDA and DAGMAR- Classification and Functions of advertising-Advertising Media- Media Types and Media mix- Media Selection, Planning and Strategy
 - Case studies

Unit III **10**
 Creativity in Advertising- Concept of Copy, Theme and Appeal- Copy Writing and Copy Research- Message: Design and Evaluation-Advertising Appropriation- Factors influencing Advertising Budget- Methods of Advertising Budgeting-Advertising Business- Ad agency, Types, Functions, Selection-client relationship-Case studies

Unit IV **10**
 Other Media- Public Relations- Personal Selling- Online Marketing- Event management- Movies and Documentaries - Case studies

Unit V **10**
 Social Implications of Advertising, Moral and Ethical Issues in Advertising- Case Studies Delivery mode: The course is discussed through a combination of Lectures - Case Studies- Presentations, Industry visits, Field visits- Discussions and Debates - Assignments-Mini Projects-Experiential Learning through Internships.

REFERENCES

1. Clow and Baack, 'Integrated Advertising, Promotion and Marketing Communication', 4th Edition, Pearson Education India. 2012.
2. Terence A. Shimp, 'Integrated Marketing Communication in Advertising and Promotion', 8th Edition, , Cengage Learning, 2010.

3. George E. Belch, Michael A Belch, and Keyoor Purani, 'Advertising and Promotion- An Integrated Marketing Communications Perspective', 7th Edition, Tata McGraw Hill Education Pvt. Ltd. 2010.
4. Dr. Niraj Kumar, 'Integrated Marketing Communication', Himalaya Publishing House, 2009
5. Chris Hackley 'Advertising and Promotion- An Integrated Marketing Communications Approach', 2nd Edition, Sage Publishers. 2010.

MB 13MM02	PRODUCT MANAGEMENT	L	T	P	C
		2	2	0	3

COURSE RATIONALE

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

COURSE OBJECTIVES

After this course on Product management the learner will be able to:

- Learn what is product mix
- Classify products
- Design the marketing plan
- Strategize product offers over its life cycle stages
- Do competitor analysis
- Forecast market and sales potential
- Learn new product development process
- Understand consumer needs
- Set and Measure marketing metrics
- Understand, develop, build, measure, analyze and manage brands and product categories .

SYLLABUS:

Unit I **10**
 Product management basics-What is a product- Levels of product-Classification – Product mix, Defining competitive set, Category attractiveness analysis, Competitor analysis, Customer analysis -Elements of product strategy over life cycle.

Unit II **10**
 Marketing strategy decisions of pricing - advertising - promotion - channel- Brand extensions- New Product development.

Unit III**10**

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

Unit IV**10**

Integrated marketing communications and program to build brand equity-Brand leveraging-Brand equity management system-Qualitative and Quantitative techniques for measuring brand equity- Brand architecture -The Brand product Matrix- Brand Hierarchy-Designing a Brand Strategy – Corporate Branding

Unit V**10**

Reinforcing Brands-Revitalizing Brands- Rebranding -Retiring Brands-Adjustments to Brand port folios.

Delivery Mode: The course is offered through a combination of :

1. Seminars by Faculty [supported by learners readings]
2. Class Exercises based on Product and Brand Management problems
3. Case Analysis
4. Brand Audit Projects

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

REFERENCES

1. Kevin Lane Keller, 'Strategic Brand Management' 3rd edition, Pearson,2011
2. Donald R.Lehmann and Russell S. Winer 'Product Management,4th edition McGraw Hill Series in Marketing,2004.
3. Kevin Lane Keller, 'Best Practice Cases in Branding: Lessons from the World's Strongest Brands', 3rd edition, Pearson,2011
4. Kapeferer, 'Strategic Brand Management' 4th edition ,Paperback.
5. David Aaker, 'Building Strong Brands' Free Press 1995

MB 13MM03	CONSUMER BEHAVIOUR	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

The purpose of learning this course is to expose the students to the mindset of consumers and their buying behaviour. This subject helps them to psyche the

consumers mind as to what motivates them to buy, and answer the questions like, who, what, when, how, how much, where and for whom.

COURSE OBJECTIVES:

After studying this course learners will be able to:

- Develop the skills to Map the consumer's mind set
- Know, how consumer behaviour models illustrate the buyer's behaviour
- Distinguish between internal and external factors influencing buyer behaviour
- Explain the influence of motivation, perception, personality, attitude, learning an self image and Life styles
- Understand how family, reference group, socio-cultural and opinion leadership influences buying behaviour
- Explain buying decision process
- Expose to emerging issues in buying behaviour.

SYLLABUS:

Unit I	10
Concepts – Significance – Dimensions of Consumer Behavior – Application of knowledge of Consumer Behaviour in marketing decisions– Case Studies	
Unit II	10
Industrial and individual consumer behavior models - Howard-Sheth, Engel – Kollat, Webstar and wind Consumer Behavior Models – Implications of the models on Marketing decisions-Case Studies	
Unit III	10
Psychological Influences on consumer behavior –Psychographics- Consumer Motives- motivation – perception – personality Learning and Attitude- Self Image and Life styles – Consumer expectation and satisfaction - Case Studies	
Unit IV	10
Socio-Cultural, Cross Culture - Family group – Reference group – Communication -Influences on Consumer behavior, High and low involvement - Pre-purchase and post-purchase behavior- Case Studies	
Unit V	10
Online and offline purchase decision process – Diffusion of Innovation – Managing Dissonance - Emerging Issues – Case Studies.	

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

REFERENCES

1. Michael Solomon 'Consumer Behaviour', 9th Edition, PHI Learning Private Ltd.
2. Leon G.Schiffman and Leslie Lasar Kanuk, Consumer Behaviour, 10 Edition, Pearson Education, India, 2012.
3. David L. Loudon and Albert J Della Bitta, 'Consumer Behavior', McGraw Hill, New Delhi 2010.
4. Hawkins 'Consumer Behaviour- Building Marketing Strategy', , 11th Edition, Tata McGraw Hill Pvt. Ltd. 2011.

MB 13MM04	SERVICES MARKETING	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

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

COURSE OBJECTIVES:

After studying this course on Services Marketing the learner will be able to:

- Define service economy, nature and scope of services sector
- Develop and design marketing strategies
- Classify services, Project service life cycle
- Develop, Position, price and deliver services
- Measure service quality gaps
- Set strategies for wide choice of service sectors.

SYLLABUS:

Unit I **10**
 Definition – Service Economy – Evolution and growth of service sector
 – Nature and Scope – Unique characteristics - Challenges and issues-Case studies

Unit II **10**
 Assessing service market potential - Classification of services –
 Expanded marketing mix – Environment and trends – Market segmentation, targeting and positioning- Case studies

Unit III **10**
 Service Life Cycle – New service development – Service Blue Printing – GAP's model of service quality – Measuring service quality – SERVQUAL – Service Quality function development– Case studies

Unit IV **10**
 Positioning of services – Designing service delivery System, Service Channel– Pricing of services, methods – Service marketing triangle - Integrated Service marketing communication -Case studies

Unit V **10**
 Service Marketing Strategies for health – Hospitality – Tourism – Financial – Logistics - Educational – Entertainment and public utility Information technique Services – case studies

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

REFERENCES

1. Christopher H. Lovelock and Jochen Wirtz, 'Services Marketing' Pearson Education, New Delhi, 2004.
2. Valarie Zeithaml et al,'Services Marketing', 5th Edition, Tata McGraw Hill Pvt. Ltd., 2010.
3. Hoffman, 'Marketing of Services' Cengage Learning, 1st Edition,2010.
4. K. Douglas Hoffman et al, 'Essentials of Service Marketing, Concepts, Strategies and Cases' 2nd Edition, Thomson Learning, 2010
5. Services Marketing, 2nd Edition, Verma, Pearson Education India. 2012

MB 13MM05	SALES MANAGEMENT	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

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

COURSE OBJECTIVES:

After studying this course on Sales Management the learners will be able to:
 Develop the selling skills

Differentiate different techniques of selling
Forecast sales, and predict market potential
Understand the functions of a salesman's job
Get an idea about the compensation plans in this profession
Get trained on-the-job and off-the-job
Prepare sales budget and delineate sales territories

SYLLABUS:

- Unit I** **10**
Evolution of the Sales Management -Concepts - Objectives - Types of Personal Selling Objectives.
- Unit II** **10**
Market Potential, Sales Potential, Sales Forecast - Analyzing Market Potential-Market Indexes - Sales Forecasting Methods - Determining Sales-Related Marketing Policies-Case studies.
- Unit III** **10**
Nature of Sales Management positions - Functions of Sales Executives - Qualities of Effective Sales Executives - Relationship with Top Management, Managers of other Marketing Activities - Compensation Patterns for Sales Executives - Compensation Plan - Types of Compensation Plans - Requirements of a Good Sales Compensation Plan - Devising a Sales Compensation Plan - Fringe Benefits. Personnel Management in the Selling Field: Sales Force Management-Job Analysis-Job Description, Organization for Recruiting and Selection-Case Studies.
- Unit IV** **10**
Purpose of Sales Organization - Setting up Sales Organization - Basic types of Sales Organizational Structures - Selecting Sales Personnel. Building Sales Training Programs - Defining Training Aims - Deciding Training Content - Selecting Training Methods - Organization for Sales Training - Evaluating Sales Training Programs -Case Studies
- Unit V** **10**
The Sales Budget: Purpose of the Sales Budget - Form and Content - Budgetary Procedure - Quotas: Objectives in using Quotas - Types of Quotas and Quota Setting Procedures - Sales Territories: Sales Territory Concept - Reasons for Establishing Sales Territories - Procedures for Setting up Sales Territories-Case Studies

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

REFERENCE

1. Cundiff and Still,'Sales Management Decisions, Strategies and Cases', 5th Edition, Pearson Education India, 2011
2. Krishna Havaladar, Vasant Cavale,' Sales And Distribution Management', Tata McGrawHill,2011
3. Spiro, 'Management of a sales Force', 11th Edition, Tata McGraw Hill India Ltd,2003
4. Kapoor,'Fundamentals of Sales Management',Macmillan Publishers India Ltd, 2005
5. Pradip Kumar Mallik, 'Sales management', Oxford University Process, 2011
6. Miller, 'Proactive Sales Management: How to lead, Motivate, and stay ahead of the Game, 2009

MB 13MM06	PRICING DECISIONS	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

The purpose of learning this course is to provide an in depth understanding of Pricing a product or service in the competitive scenario. Pricing is a potential tool of Marketing to enhance the shareholders wealth. This course will enable the learner understand concepts, strategic pricing methods and evolve skills to structure pricing for optimal benefits in varied market situations.

COURSE OBJECTIVES:

After this course on Pricing Decisions the learner will be able to:

Analyze and apply various key concepts and tools to pricing and product planning and

Management processes.

Critically review the different methods of pricing and how appropriate pricing Strategies can be developed for different marketing situations

Apply the Pricing effectively in the Marketing Mix

Develop strategic pricing methods that derive value to win over the competition

Understand misconceptions about pricing and its limitations

SYLLABUS:

Unit I: Introduction to Pricing **10**

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

Unit II: Value Creation and Value communication **10**

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

Unit III: Price structure and Segmentation **10**

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

Unit IV: Pricing Method **10**

Costs Analysis Pricing method: Role of Cost in pricing a product- Identifying relevant costs for making pricing decisions-? How cost structures influence pricing strategy-

Financial Analysis Pricing Method: Pricing for profit-maximization – Break-even sales analysis- Competition Pricing Method: Consideration of competitors pricing strategy- Understanding the Pricing Game, Price Wars, Reacting to the competition - Managing the competitors information and competing on price- Case

Unit V: Pricing Decision over Product Life cycle **10**

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

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

REFERENCES

1. Nagle, Thomas and Hogan, John, 'The Strategy and Tactics of Pricing: A Guide to Growing More Profitably', Prentice Hall, 4th Edition, 2009.
2. Monroe, Kent, 'Pricing: Making Profitable Decisions', McGraw-Hill, 3rd Edition, 2002.
3. Tim J. Smith, 'Pricing strategy: setting price levels, managing price discounts and establishing price structures', South Western Cengage Learning , 2011.
4. Julie Meehan, Mike Simonetto, Larry Montan, and Chris Goodin , 'Pricing and Profitability Management: A Practical Guide for Business Leaders' , Wiley, 2011.
5. Robert J. Dolan , Hermann Simon , ' Power Pricing: How Managing Price Transform the Bottom Line ' , The Free Press , 1997.

MB 13MM07	RURAL MARKETING	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

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

COURSE OBJECTIVES:

After studying this course on Rural Marketing the learner will be able to:

Gain awareness about the applicability of the concepts, techniques and processes of marketing in rural context.

Familiarize with the specific problems related to sales in rural markets.

Understand the working of rural marketing institutions and agricultural products.

Strategize for pricing the products for rural market

Design marketing communication for the market

Assign channels and design distribution strategies

Contribute to the growth of rural market by opting to serve the market.

Develop Skills to aid, design , achieve and sustain rural market share.

SYLLABUS:

Unit I

10

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

Unit II **10**
 Rural Marketing research- Consumer Behaviour-segmentation of rural market -New product development -Product life cycle and Rural Marketing Strategies- Case studies

Unit III **10**
 Rural specific Pricing-Objectives, Process, Methods, strategies and policies-Case studies

Unit IV **10**
 Marketing communication- Nature of heterogeneous market communication –Media strategies for rural market –Communication process in rural market –Effective rural communication –Designing rural market message and special characteristics of rural advertising and promotion–Rural sales management-Special features of rural sales planning.-Case studies

Unit V **10**
 Marketing channels and distribution strategies, logistics and support systems- Agricultural marketing- cooperative marketing, marketing of animal products-Role of Financial Institutions and cooperative institutions in rural marketing- Case studies
 Delivery mode: The course is discussed through a combination of Lectures - Case Studies- Presentations, Field visits- Discussions and Debates - Assignments-Mini Projects-Experiential Learning through Internships.

REFERENCES

1. Balram Dogra, Karminder Ghuman,'Rural Marketing' Tata McGraw hill,5th edition,2010.
2. CSG Krishnamacharyulu,Lalitha Ramakrishnan, 'Cases in Rural marketing-an integrated approach', Pearson publishing India,2013.
3. Kashyap ,'Rural Marketing', 2nd Edition, Pearson ,2011
4. CSG Krishnamacharyulu, Lalitha Ramakrishnan 'Rural Marketing: Text and Cases', 2nd Edition, Pearson Publishing India, 2011
5. U.C.Mathur,'Rural Marketing-Text and Cases',1st edition,Excel Books,2008.
6. Rajagopal ,'Rural Marketing in India', , Renaissance, Delhi, 1989
7. Barkar, J.W. 'Agricultural Marketing', Oxford University Press, New York, 1989

MB 13MM08	SOCIAL MEDIA MARKETING	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

The purpose of learning this course is to expose the students to one of the evolving areas in Marketing namely, Social Media marketing. It is a platform which is viral in communication spreads into the virtual self of everyone who has an online

presence. This medium doubles as a communication spectrum for advertisers to capture the preying eyes of relentless surfers with marketing messages.

COURSE OBJECTIVES:

After this course on Social Media Marketing the learner will be able to:

- Understand how to use social media for business
- Know the different tools of social media
- Know what is viral marketing
- Advertising using social media as a platform
- Audit effectiveness through Social media metrics
- Strategize the communication offer in social media
- Develop Skills and Design effective SMM promotion presentations

SYLLABUS:

Unit I	10
Marketing Fundamentals-Fundamentals of Social Media marketing- RSS Feeds and Social Bookmarking- Conversational Marketing- Word of mouth communication and Social media marketing- Viral marketing-Measuring the viral marketing networks-Identifying Friends, fans and followers and their importance to Social media marketing- Blogs and Websites- Case Studies	
Unit II	10
Twitter techniques and tactics -Using Twitter as a research tool, LinkedIn + Brand-You -Ethics, Security, Privacy, and Policy- Video / Photo / Audio Sharing (YouTube, Flickr, Podcasting)- Social Networking - Facebook, White Label, Color, Other, Facebook for Business - Case Studies	
Unit III	10
Public Relations - The Social Media Release- Reputation Monitoring- Crisis Management-- Advertising in and with Social Media: Measuring ROI, the financial implications of advertising over social media - Customer satisfaction- Awareness- Measuring customer satisfaction over social media-measuring awareness over social media- Coupon Sites – Group on- Living Social-Benefits to Marketing-Case Studies	
Unit IV	10
Other Location Based Services – Foursquare, Other , Pinterest- Mobile Social - Social Gaming- Virtual Currency- MeetUps- Wikis- Alternate Realities- Forums- Communities	

Strategic Integration of Social Media into Marketing Plan- Final Social Media Marketing Promotion Presentations-Case Studies

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

REFERENCES

1. Beverly Macy and Teri Thompson, 'The Power of Real-Time Social Media Marketing', McGraw-Hill, 2010
2. Melissa S. Barker , Donald I. Barker , Nicholas F. Bormann, Krista E. Neher, ' Social Media Marketing: A Strategic Approach, 1st Edition, Paperback,2013
3. Neal Schaffer, Maximizing LinkedIn for Sales and Social Media Marketing: An Unofficial, Practical Guide to Selling and Developing B2B Business on LinkedIn, Create Space, 2011
4. Chrish Treadaway and Mari Smith, Facebook Marketing: An Hour a Day-2nd ed., Sybex, 2012
5. Olivier Blanchard Social Media ROI: Managing and Measuring Social Media Efforts in Your Organization, Que Publishing, 2011
6. Erik Qualman, Socialnomics: How Social Media Transforms the Way We Live and Do Business,2nd ed. , Wiley 2012 Scott Stratten, UnMarketing: Stop Marketing. Start Engaging, , Wiley 2012

MB 13MM09	RELATIONSHIP MARKETING	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

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

COURSE OBJECTIVES:

After studying this course on Relationship Marketing the learner will be able to:

- Know the foundation of relationship marketing
- Learn the role of Relationship Marketing in the consumer market
- Understand the buyer- seller relationship
- Understand the dynamics of relationship in mass markets
- Decipher the role of Information technology in RM
- Undertake profitability analysis.

Develop skills to aid and sustain market share through Relationship Marketing.

SYLLABUS:

Unit I	10
Conceptual foundation of Relationship Marketing-evolution of relationship marketing- its significance in Indian context	
Unit II	10
Relationship marketing of Services Vs. Relationship marketing in Consumer markets- Buyer seller relationships	
Unit III	10
Relationship marketing in Mass markets, relationship marketing and marketing strategy -Case Studies	
Unit IV	10
Relationship marketing and distribution channels Case Studies	
Unit V	10
Role of Information Technology in building, maintaining and enhancing relationships- Customer profitability design and analysis- Case Studies	

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

REFERENCES

1. Jagdish Sheth, Atul Parvatiyar, 'Handbook of Relationship Marketing'- Sage Publishing, 2000
2. Mark Godson, 'Relationship Marketing', Oxford University Press, 2009.
3. Jagdish Sheth, Atul Parvatiyar, G Shainesh 'Customer relationship Management' -, Tata McGraw Hill 2001.
4. Steve Baron, Tony Conway, and Gary Warnaby, 'Relationship Marketing- A consumer Experience Approach', Sage Publishers, 2010
5. Biswas, 'Relationship Marketing: concepts, theories and Cases', PHI Learning Private Limited, 2011

MB 13MM10	INSTITUTIONAL MARKETING	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

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

COURSE OBJECTIVES:

After studying this course learners will be able to:

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

SYLLABUS:

Unit I

10

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

Unit II

10

Strategies for customer relationship management for business markets: Segmenting and estimating segment demand- Strategic planning-Relationship marketing- Types-Nature of relationships -Managing buyer-seller relationship-Measuring customer profitability-Drivers of relationship marketing effectiveness-Methods of forecasting demand-Components of Business models-Strategic resources of business marketing
- Case Studies

Unit III**10**

Managing products- Innovation and new product development- Managing services: Build a strong Business-to-Business brand-Product positioning-Technology adoption life cycle-Management of innovation-Steps in New product development-Delivering effective customer solutions-Business-service marketing-Service quality-Service packages - Case Studies

Unit IV**10**

Managing channels- B2B in ecommerce platform and SCM- Pricing strategies: Business marketing channels-Costs of Logistics- B2B logistical management in ecommerce platform- Pricing in business marketing context- Pricing Business products across their life cycle-Competitive pricing tactics-Case Studies

Unit V**10**

Marketing Communications- advertising and sales promotion - Personal selling- Performance measurement:
Delivery mode: The Course is discussed through a combination of Lectures - Case Studies- Presentations, Industry visits, Field visits- Discussions and Debates - Assignments-Mini Projects-Experiential Learning through Internships.

REFERENCES

1. Krishna Havaladar, 'Business Marketing: text and Cases'3rd Edition Tata McGraw Hill, 2010.
2. Michael D.Hutt,Thomas W.Speh ,'Business Marketing Management', Cengage Learning, 2012.
3. P.K. Ghosh, 'Industrial Marketing', Oxford University Press.2005
4. Anderson and Seshadri, 'Business Market management(B2B): Understanding,
5. Creating and Delivering value', 3rd Edition, Pearson Publishing.2011.
6. Nick Ellis et.al.' Business to Business Marketing', Sage Publishers, 2011.

MB 13MM11	GREEN MARKETING	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

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

COURSE OBJECTIVES:

After this course on Green Marketing the learner will be able to:

Comprehend and apply effective marketing techniques to clean energy economy businesses.

Develop a personal brand that drives demand for services.

Develop and implement a marketing strategy and plan.

Set up a professional website that generates quality leads that enhances products and services.

Present the value and benefits of green: alternative energy sources, energy efficiency, safe and non-toxic products, sustainable services, products and processes.

Develop skills in green Marketing practices

SYLLABUS:

Unit I	10
Introduction to green marketing-strategic green planning-environment and consumption - Green Product- Green Behaviour- the government's role and the initiatives taken-Green, Is it a business opportunity? -Five shades of green consumers-Segmenting the green consumers, based on Green interest- Green consumer's motives-Buying strategies of green consumers- Case Studies	
Unit II	10
Green Marketing paradigm- Designing green products- A life cycle Approach: Life cycle strategies for sustainable product design-Case Studies	
Unit III	10
Innovate for Sustainability: eco-design to eco- innovation- Five strategies for eco-innovation-The challenges of communicating with sustainability-Fundamentals of green marketing- strategies of sustainable marketing communication.-Case Studies	
Unit IV	10
Establishing Credibility- Partnering: Green wash- strategies for establishing credibility for sustainable branding of green products- Partnering for success-Case Studies	
Unit V	10
Sustainability Leaders addressing the new rules-Green marketing :A beginning or the new order of the day- Conclusion	

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

REFERENCES

1. Jacquelyn Ottman - Berrett 'The New Rules Of Green Marketing:Strategies,Tools, and Inspiration For Sustainable Branding', Koehler Publishers, February 14, 2011
2. Jacquelyn A. Ottman ,'Green Marketing: OpportUnity for Innovation',2nd edition, NTC Business Books, 1998.
3. John Grant , 'The Green Marketing Manifesto, Wiley, John and Sons, Incorporated August 31, 2009.
4. Joel Makower, 'Strategies for the Green Economy: OpportUnities and Challenges in the New World of Business,- McGraw-Hill, October 5, 2008
5. Chris Arnold,'Ethical Marketing and The New Consumer Wiley, 2009
6. Richard Seireeni -, 'The Gort Cloud: The Invisible Force Powering Today's Most Visible Green Brands' - Chelsea Green Publishing, February 17, 2009
7. Diane Martin and John Schouten 'Sustainable Marketing', Prentice Hall, April 28, 2011
8. Sigmund Wagner - Taylor and Francis ,'Understanding Green Consumer Behaviour' by April 16, 2007

MB 13MM12	NEW VENTURE CREATION	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

The course on New Venture Creation is designed to equip nascent entrepreneurs with the skills necessary to start a scalable business. It will help in analyzing the step wise process required for starting up the business.

COURSE OBJECTIVES:

After this course on new venture Creation the learner will be able to:

- Enhance skills to create new ventures.
- Understand creation and identification of opportUnities
- Understand the initiation process of starting a venture.
- Ddevelop a business model that generates strong revenue streams

SYLLABUS:

Unit I

10

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

Unit II **10**
 Entrepreneurship – innovation, new venture formation – the process involved, Building an entrepreneurial society.

Unit III **10**
 Identify Opportunity – demystifying entrepreneurship through creating, shaping, recognizing and seizing , screening venture opportunities.

Unit IV **10**
 Should there be Plan-B? The Business Plan – The entrepreneurial manager- How to attract the right talents in new venture and build the team- Personal ethics-The processes and procedures involved in the setting up of the venture- legal aspects.

Unit V **10**
 Resource Requirements- Financing venture growth capital ; the deal – valuation , structure , negotiation, obtaining debt capital - Beyond start – up.

REFERENCE

1. Jeffry Timmons, Stephen Spinelli; “NEW VENTURE CREATION:ENTREPRENEURSHIP FOR 21ST CENTURY”, McGraw-Hill Education, 2008.
2. MarcH.Meyer, Frederick G.Crane; “NEW VENTURE CREATION - An Innovator's Guide to Entrepreneurship, Second Edition, SAGE Publications, Inc , January 2013
3. Lisa K. Gundry, Jill R. Kickul 'Entrepreneurship Strategy: Changing Patterns in New Venture Creation, Growth, and Reinvention'; SAGE Publications, 2007
4. Holt, David h. “Entrepreneurship: NEW VENTURE CREATION “, PHI.
5. Guy Kawasaki ,”The Art of the Start: The Time-Tested, Battle-Hardened Guide for Anyone Starting Anything “, Published September 9th 2004 by Portfolio Hardcover

MB 13MM13	MARKETING RESEARCH	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

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

COURSE OBJECTIVES:

After studying this course on Marketing Research the learners will be able to:

Develop a research plan for execution.

Comprehend and apply effective marketing research techniques to solve day to day marketing problems.

Develop and implement a marketing research program for providing solution to the managerial decision making function.

Set up a professional methodology and analytical procedure to scientifically arrive at solutions for business queries.

Learn the value of scientific research for problem solving and decision making.

Present the findings and results for managerial action to gain competitive advantage and stay ahead of competition.

SYLLABUS:

Unit I	10
Introduction-The Role of Marketing Research- The Marketing Research Process. The Human Side of Marketing Research: Organizational and Ethical Issues.	
Unit II	10
Designing Research Studies- Qualitative Research- Secondary Data Research in a Digital Age - Survey Research- Observation-Conducting Marketing Experiments.	
Unit III	10
Measurement- Measurement and Attitude Scaling- Questionnaire Design.	
Unit IV	10
Sampling And Statistical Theory- Sampling Designs and Sampling Procedures- Reviewing Statistical Theory and Determining Sample Size.	
Unit V	10
Analysis And Reporting- Basic Data Analysis-Testing for Differences Between Groups and for Relationships Among Variables-Communicating Research Results	
Delivery mode: The course is discussed through a combination of Lectures - Case Studies- Presentations, Field work- Discussions and Debates - Assignments-Mini Projects-Experiential Learning through Internships.	

REFERENCE

1. G.C. Beri, 'Marketing Research', Tata McGraw-Hill Education.
2. Harper W. Boyd Jr, Ralph Westfall, Stanley F. Stasch, Richard D. Irwin Inc., 'Marketing Research – text and cases', All India Traveller Book Seller.
3. Raymond Kent, 'Marketing Research – Measurement, Method and application', International Thomson Business Press.
4. William G. Zikmund, Barry J. Babin, 'Essentials of Marketing Research, International Edition, 5e, Cengage Learning
5. William G. Zikmund, Barry J. Babin, Jon C. Carr, Mitch Griffin, 'Business Research Methods, International Edition, 9e, Cengage Learning

OPERATIONS

		L	T	P	C
MB 13OM01	Quality Management	2	2	0	3
MB 13OM02	Resource Management Techniques	2	2	0	3
MB 13OM03	Six Sigma and Process Improvement	2	2	0	3
MB 13OM04	Production Planning and Control	2	2	0	3
MB 13OM05	Service Management	2	2	0	3
MB 13OM06	Material Management	2	2	0	3
MB 13OM07	Supply Chain Management	2	2	0	3
MB 13OM08	Quality Management Systems	2	2	0	3
MB 13OM09	World Class Manufacturing	2	2	0	3
MB 13OM10	Lean Manufacturing	2	2	0	3
MB 13OM11	Entrepreneurial Decision Making	2	2	0	3
MB 13OM12	Management of Technology and Innovation	2	2	0	3

MB 13OM01	QUALITY MANAGEMENT	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

The purpose of learning this course on “Quality Management” is to make the learner understand that quality is linked to the present and future needs of the customer, the antidote to manage competition

COURSE OBJECTIVES:

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

SYLLABUS:

Unit I	10
Quality Concepts – Quality Gurus	
Delivery Mode: Lectures and Case Study	
Unit II	10
Leadership and Strategic Planning – QM Kite Marks	
Delivery Mode: Lectures and Case Study	
Unit III	10
Quality Improvement Tools - Continuous Improvement – Benchmarking – Business Process Re-Engineering	
Delivery Mode: Lectures and Case Study	
Unit IV	10
Total Productive Maintenance – Customer Driven Quality	
Delivery Mode: Lectures and Case Study	
Unit V	10
Quality Management in services	
Delivery Mode: Lectures and Case Study	

REFERENCES

1. Poornima M. Charantimath, Total Quality Management, Pearson Education, 2011.
2. James R Evans, Quality Management, Cengage Learning India private limited 2010.
3. Howard S Gitlow, Alan J Oppenheim, Rosa Oppenheim, David M Levine, Quality Management, Tata McGraw Hill Limited, 2010.
4. Amitava Mitra, Fundamentals of Quality Control and Improvement, Wiley Publications, 2012.
5. Christine Avery and Diane Zabel, Quality Management Sourcebook, Routledge Publications, 2013.

MB13OM02	RESOURCE MANAGEMENT TECHNIQUES	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

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

COURSE OBJECTIVES:

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

SYLLABUS:

Unit I	10
Introduction – Linear programming – Model formulation – Graphical method – Simplex method ¹¹	
Delivery Mode: Lectures, numerical problems, case studies	
Unit II	10
Transportation problem – Assignment Problem – Travelling Sales Man problem	
Delivery Mode: Lectures, numerical problems, case studies	
Unit III	10
Network analysis – CPM – PERT – Crashing	
Delivery Mode: Lectures, numerical problems, case studies	
Unit IV	10
Game theory – Saddle point – Mixed strategy – Dominance rule – mx2 and 2xm games using graphical method.	
Delivery Mode: Lectures, numerical problems, case studies	
Unit V	10
Simulation – Queuing and Inventory applications	
Delivery Mode: Lectures, numerical problems, case studies	

REFERENCES

1. J.K. Sharma, Operations Research, MacMillan India limited, 2012.
2. R.Pannerselvam, Operations Research, Prentice Hall India private limited, 2011.
3. Jay E. Aronson and Stanley Zions, Operations Research, Quorum Books, 2008.

4. A. Ravi Ravindran, Operations Research Methodologies, CRC Press, 2008.
5. Hamdy A. Taha, Operations Research, Pearson Education, 2009.

MB 130M03	SIX SIGMA AND PROCESS IMPROVEMENT	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

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

COURSE OBJECTIVES:

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

SYLLABUS:

Unit I	10
Foundations of Six Sigma – Quality Principles and Six Sigma – Competitive Advantage Delivery mode: Lectures and Case study	
Unit II	10
Six Sigma metrics and measurement – DMAIC and DMADV methodology Delivery mode: Lectures and Case study	
Unit III	10
Process measurement – Process metrics – Process capability Delivery mode: Lectures, Case study and Minitab application	
Unit IV	10
Tools for process analysis – Process improvement – Process control – Optimization and Verification Delivery mode: Lectures, Case study and Minitab application	
Unit V	10
Implementation of Six Sigma Delivery mode: Lectures and Case study	

REFERENCES

1. James R. Evans, Six Sigma and Process Improvement, Cengage Learning India private limited, 2009.
2. William Truscott: Continual improvement for business, Six Sigma, Butterworth – Heinemann, 2012.
3. Sandra L. Furterer, Lean Six Sigma in Service, CRC Press, 2009.
4. Roderick A. Munro, The certified Six Sigma Green Belt, ASQ Quality Press, 2008.
5. Ron Basu, Implementing Six Sigma and Lean, Butterworth – Heinemann, 2009.

MB 130M04	PRODUCTION CONTROL	PLANNING	AND	L	T	P	C
				2	2	0	3

COURSE RATIONALE:

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

COURSE OBJECTIVES:

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

SYLLABUS:

Unit I	10
Introduction – Fundamental concepts – Functions – Material flow patterns – PPC in different production systems Delivery mode: Lectures and Case study	
Unit II	10
Forecasting (Least Squares and Exponential Smoothing) Delivery mode: Lectures and Numerical Problems	
Unit III	10
Capacity planning (System Capacity and System Efficiency) – Capacity requirement planning Delivery mode: Lectures and Numerical Problems	
Unit IV	10
Master production schedule (Material Requirement Planning-I) – Resource requirement planning	

Delivery mode: Lectures and Numerical Problems

Unit V

10

Shop floor planning and control (N Job 2 Machines, N Job 3 Machines, Gantt chart).

Delivery mode: Lectures and Numerical Problems

REFERENCES

1. S.K. Mukhopadhyay, Production Planning and Control, Prentice Hall of India private limited, 2010.
2. John A.Buzacott and Hans Corsten, Production planning and control, Oldenbourg Verlag publishing, 2012.
3. R. Panneerselvam; Production and operations management; Prentice Hall India private limited, 2012.
4. Mahapatra; Operations Management; Prentice Hall India private limited; 2010
5. P.N. Mukherjee; Operations Management and Productivity techniques; Prentice Hall India private limited; 2009.

MB 130M05	SERVICES MANAGEMENT	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

The purpose of learning this course on services management is to provide good exposure to manage the industries in the services sector from the operations management point of view.

COURSE OBJECTIVES:

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

SYLLABUS:

Unit I

10

Introduction – Service and society – Nature, Scope, Characteristics and Classification of services

Delivery mode: Lectures and case study

Unit II

10

Service encounter triad – Customer focus in service organizations

Delivery mode: Lectures and case study

Unit III **10**

Managing expectations and satisfaction of customers

Delivery mode: Lectures, case study and mini project

Unit IV **10**

Service profit Chain – Growth and Globalization of services – Service Strategy and Technology

Delivery mode: Lectures and case study

Unit V **10**

Service Design and Development.

Delivery mode: Lectures and case study

REFERENCES

1. Robert Johnston, Service Operation Management, Pearson Education Limited, 2008.
2. Fitz Simmons James, Service management operations and strategy, McGraw Hill publications, 2010.
3. Richard D. Metters, Successful Service Operations management, McGraw Hill, 2010.
4. Bart Van Looy, Paul Gemmel, Roland Van Dierdonck, Services Management: An integrated approach, Pearson Education Limited, 2013.
5. Jay A. Kandampully, Services Management, Pearson Education, 2010.

MB 130M06	MATERIALS MANAGEMENT	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

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

COURSE OBJECTIVES:

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

SYLLABUS:

Unit I **10**

Introduction – Integrated materials management – Codification of materials – Standardization of materials

Delivery mode: Lectures

Unit II **10**
 Budgeting and Materials planning (Materials Budget) – Purchasing principles and methods
 Delivery mode: Lectures

Unit III **10**
 Vendor rating – Value analysis – Buyer Seller relationship – Legal aspects of purchasing
 Delivery mode: Lectures, Numerical problems and case study

Unit IV **10**
 Stores Management principles – Stores Accounting techniques – Disposal of Scrap, Obsolete and Surplus items
 Delivery mode: Lectures, Numerical problems and case study

Unit V **10**
 Advanced inventory management
 Delivery mode: Lectures and Numerical problems

REFERENCES

1. A.K.Chitale, Materials Management, Prentice Hall India private limited, 2011.
2. A.K. Dutta, Materials Management, Prentice Hall India private limited, 2009.
3. Dr. A.K. Singh, Materials Management, Laxmi Publications, 2008.
4. Rajendra Mishra, Materials Management, Excel Books, 2009.
5. J.R. Tony Arnold, Introduction to materials management, Pearson Education, 2011.

MB 130M07	SUPPLY CHAIN MANAGEMENT	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

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

COURSE OBJECTIVE:

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

SYLLABUS:

Unit I	10
SCM Overview – Global Dimensions of Supply Chain – Supply Chain Technology Delivery Mode: Lectures and Case study	
Unit II	10
Demand Management – Customer Service – Transportation Management (Transshipment Problem) Delivery Mode: Lectures, Numerical problems and Case study	
Unit III	10
Warehousing Decisions – Facility Location – Procurement – Operations Delivery Mode: Lectures, Numerical problems and Case study	
Unit V	10
Managing Reverse Flow in Supply Chain Delivery Mode: Lectures and Case study	
Unit V	10
Strategic Challenges and change for Supply Chains. Delivery Mode: Lectures and Case study	

REFERENCES

1. John J. Coyle, Supply Chain Management, Cengage Learning India private limited 2009.
2. Janatshah, Supply Chain Management, Pearson Education India private limited, 2009.
3. Amit Sinha and Herbert Kotzab, Supply Chain Management, Tata McGraw Hill, 2011.
4. Surendra M.Gupta, Reverse Supply Chains: Issues and Analysis, CRC Press, 2013.
5. David Blanchard, Supply Chain Management Best Practices, Wiley Publications, 2010.

MB 13OM08	QUALITY MANAGEMENT SYSTEMS	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

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

COURSE OBJECTIVE:

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

SYLLABUS:

Unit I **10**

Introduction – Development of ISO 9001 Standards – Quality Management Principles
Delivery Mode: Lectures

Unit II **10**

Quality Management Systems – ISO 9001:2008 – Requirements – Documentation – Registration – Audit planning – Objectives – Planning and preparation
Delivery Mode: Lectures and case study

Unit III **10**

TS 16949:2002 – Requirements – Documentation – Registration – Audit planning – Objectives – Planning and preparation
Delivery Mode: Lectures and case study

Unit IV **10**

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

Unit V **10**

Continual Improvement – Implementation
Delivery Mode: Lectures and case study

REFERENCES

1. ISO9000 Quality System Handbook, David Howler (Edition 2009), Elsevier Publications, New Delhi.
2. Automotive Quality System Handbook (2nd Edition), Elsevier Publications, New Delhi.
3. Howard S. Gitlow, Quality Management Systems, CRC Press, 2008.
4. Charles A. Cianfrani, ISO 9001:2008 explained, ASQ Quality Press, 2009.
5. David John Seear, ISO 9001 Audit trail, Author House, 2012.

MB 130M09	WORLD CLASS MANUFACTURING	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

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

COURSE OBJECTIVES:

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

SYLLABUS:

Unit I	10
WCM – Information age competition – Gaining competitive advantage through WCM Delivery Mode: Lectures and case study	
Unit II	10
Systems and Tools for WCM Delivery Mode: Lectures and case study	
Unit III	10
WCM - the Indian Scenario Delivery Mode: Lectures and case study	
Unit IV	10
Implementing WCM Plan – Performance Management Delivery Mode: Lectures and case study	
Unit V	10
HR Dimensions in WCM – WCM Strategy Formulation Delivery Mode: Lectures and case study	

REFERENCES

1. B.S. Sahay, World Class Manufacturing, Macmillan India Limited, 2009.
2. D. Drennen, Ladders to World Class Performance Kogan Page, 2007.
3. Terry Hill, Manufacturing Strategy, Macmillan Press Limited, London, 2008.
4. Richard J. Schonberger, World class manufacturing, The free press, 2010.
5. Marek and Malcolm, Learning from World Class Manufacturers, Palgrave Macmillan, 2012.

MB 130M10	LEAN MANUFACTURING	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

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

COURSE OBJECTIVES:

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

SYLLABUS:

Unit 1 **10**

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

Unit II **10**

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

Unit III **10**

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

Unit IV **10**

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

Unit V**10**

Managing the Lean Manufacturing Line.

Delivery Mode: Lectures and case study

REFERENCES

1. Dennis P. Hobbs, Lean Manufacturing Implementation, Cengage Learning India private limited 2009.
2. Sandra L. Furterer, Lean Six Sigma in Service, CRC Press, 2009.
3. Ron Basu, Implementing Six Sigma and Lean, Butterworth – Heinemann, 2009.
4. John W. Davis, Lean Manufacturing, Industrial Press INC, 2009.
5. John X. Wang, Lean Manufacturing: Business Bottom-Line based, CRC Press, 2010.

WEB REFERENCE

1. www.jrosspub.com

MB 130M11	ENTREPRENEURIAL DECISION MAKING	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

This course will help the students to understand and evaluate the decisions of the entrepreneurs in the changing business scenario. It will give them the development of skills to undertake the decision making process.

COURSE OBJECTIVES:

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

SYLLABUS:**Unit I****10**

Decision to become entrepreneur – Types of decisions undertaken by the entrepreneurs - Entrepreneurial decision making process - Pros and Cons of Entrepreneurship – Constraints

Delivery Mode: Lectures and Case Study

Unit II**10**

Mindset of an Entrepreneur – Factors influencing the decision making process – Various sorts of decision taken by an Entrepreneur

Delivery Mode: Lectures and Case Study

Unit III**10**

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

Unit IV**10**

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

Unit V**10**

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

REFERENCES

1. R.J.Mitchellette, Entrepreneurial Decision Making, A Must-read for Every Aspiring Entrepreneur, Xlibris Corporation, 2008.
2. Patrick Alexander Maria Vermeulen Petru Lucian Curseu, Entrepreneurial Strategic Decision-Making , A Cognitive Perspective: Edward Elgar Publishing, Incorporated 2010.
3. Alan L. Carsrud, Understanding the Entrepreneurial Mind, Springer publications, 2009.
4. Benjamin V. Chatfield, Impact of Entrepreneurs decision making on start up success, Wiley Publications, 2008.
5. Robert D. Hisrich, Entrepreneurial Decision Making, Tata McGraw Hill Education, 2011.

MB 130M12	MANAGEMENT OF TECHNOLOGY AND INNOVATION	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

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

COURSE OBJECTIVE:

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

SYLLABUS:

Unit I

10

Technology as a driving force – Axes and Atlas of Technology – Strategic Management of Technology

Delivery Mode: Lectures and Case Study

Unit II

10

Productivity and Incremental Innovation – Technology Absorption – Structure of World Class Manufacturing – Evaluation of Technological Investments

Delivery Mode: Lectures and Case Study

Unit III

10

Product Development Cycle – Management of Technological Innovation – Technology Fusion and the new RandD – Core Competencies in Technology

Delivery Mode: Lectures and Case Study

Unit IV

10

Structural Imperatives of Technology Management – Building Organizational Culture – Organization as a laboratory for Learning

Delivery Mode: Lectures and Case Study

Unit V

10

Requisites of National Technology Policy – Coping with Continuous Change – Spectrum of Technological Excellence – Methods of Coping with Uncertainty in Technovation

Delivery Mode: Lectures and Case Study

REFERENCES

1. P.N.Rastogi, Management of Technology and Innovation, SAGE Publications Limited, 2009.
2. White and Bruton, Management of technology and Innovation, Cengage Learning, 2010.
3. Frederick Betz, Managing technological innovation, Wiley Publications, 2011.
4. V.K. Narayanan, Encyclopaedia of technology and innovation management, Wiley Publications, 2010.
5. Robert and Roland, Managing Technology and Innovation, Routledge, 2010

SYSTEMS

		L	T	P	C
MB 13SM01	Master Data Management	2	2	0	3
MB 13SM02	Information Security Management	2	2	0	3
MB 13SM03	Cloud Computing Collaboration	2	2	0	3
MB 13SM04	Information Storage and Management	2	2	0	3
MB 13SM05	Business Data Communication	2	2	0	3
MB 13SM06	Business Intelligence System	2	2	0	3
MB 13SM07	Enterprise Resource Planning	2	2	0	3
MB 13SM08	Software Project Management	2	2	0	3
MB 13SM09	Database Management System	2	2	0	3
MB 13SM10	Software Quality Engineering	2	2	0	3
MB 13SM11	E-Business Technology and Management	2	2	0	3
MB 13SM12	Object oriented analysis and Design	2	2	0	3
MB 13SM13	Web technology Management	2	2	0	3
MB 13SM14	C++ Programming	2	2	0	3

MB 13SM01	MASTER DATA MANAGEMENT	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

This course on “Master Data Management” deals with top technology trends in the area of information Management. This is focused on new ways of structuring, choosing, understanding, integrating and disseminating information that is needed to run a business.

COURSE OBJECTIVES:

At the end of the course, the student will equip themselves with the following concepts in Master Data Management and Data Governance.

Overview of Master Data Management

Market Drivers

Industry application of MDM

Components of MDM

Architecture of MDM

Security and identity Management

MDM vendors

SYLLABUS:

Unit I

10

Introduction to Master Data Management - Market Drivers and key challenges – MDM
Applications by industry

Unit II **10**
 Architectural Considerations - Architecture classifications, concepts, principles and components - Data Management concerns – Entities – Hierarchies and Meta Data – MDM Services for entity and relationships resolution and hierarchy management – Master Data Modeling

Unit II **10**
 Risk management for Master Data – Information security and Identity Management – Content protection Methods and tools – Enterprise security and Data visibility in MDM Environments

Unit IV **10**
 Project initiation – Entity Resolution Identification, Matching, Aggregation and Holistic view of the master objects – Data Synchronisation – Master data governance

Unit V **10**
 MDM vendors and Products Landscape – MDM Guiding principles – MDM Market Trends and Directions

REFERENCES

1. Alex Berson Larry Dubov, "Master Data Management and Governance", Tata McGraw Hill Education Pvt, New Delhi, Edition 2011

MB 13SM02	INFORMATION SECURITY MANAGEMENT	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

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

COURSE OBJECTIVES:

At the end of the course, the student will equip themselves with the following concepts and issues in information security Management

- Need for security
- Legal, Ethical and Professional issues in Information security
- Risk Management
- Planning for security and Security Technology
- Information security maintenance

SYLLABUS:

Unit I

10

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

Unit II

10

Business need of security – threats – attacks: malicious code, back doors, password crack, spoofing, man-in-the-middle, spam, sniffers, timing attack - Risk Management – risk identification – risk assessment – risk control strategies – selecting a risk control strategies – quantitative and qualitative risk control practices

Unit III

10

Information security policy – EISP – ISSP – SysSP – ISO27000 series – NIST security model – IETF security model – Security education – Security training – Security awareness – Business impact analysis – Incident response planning – Disaster recovery planning – Business continuity planning

Unit IV

10

VPNs – Intrusion Detection – Access control – cryptography - Physical security – Implementation – Maintenance – ISO network management model – Monitoring external and internal – Planning and risk assessment

Unit V

10

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

REFERENCES

1. Dr. Micheal E. Whitman, Herbert J. Mattord, "Principles and Practices of Information Security" Cengage Learning Fourth Indian Reprint, 2010
2. Charles P, Pfleeger, Shari Lawrence Pfleeger, "Security in computing", Pearson, Fifth Impression, 2011
3. Michael T. Simpson, "Ethical Hacking and Network Defense", course technology, Language Learning, 2009
4. Rajneesh Agarwal, Bharat Bhushan Tiwari, "Data communication and computer networks", VIKAS Publishing House Pvt Ltd, 2009
5. William Stallings, "Network security essentials: Applications and standards", Pearson Education, Second Impression, 2009

MB 13SM03	CLOUD COMPUTING COLLABORATION	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

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

COURSE OBJECTIVES:

At the end of the course the student will understand the following Cloud Computing Services.

- Understand cloud computing concepts
- Cloud computing for everyone
- Using cloud services
- Collaborating on Event Management
- Contact Management, Project Management, word Processing, Spreadsheets, Database, presentation
- Collaborating through web based communication tools, Social Networks, Blogs and wikis

SYLLABUS:

- Unit I** **10**
Understanding cloud computing – History of cloud computing – Cloud architecture modeling – design - Cloud computing for everyone
- Unit II** **10**
Cloud web application Design – Cloud Database design and tools – Cloud services development – Cloud computing for organizations
- Unit III** **10**
Using cloud services – collaborating on calendars, schedules, Event Management, contact Management, project Management, word processing, and spread-sheets, sharing files, web based desktops, web based communication tools, social networks, blogs and wikis
- Unit IV** **10**
Cloud Security, Infrastructure Security, Network Security – Controlling web based desktops – Business trends in Cloud Computing
- Unit V** **10**
Infrastructure as a Service, Platform as a Service, Software as a Service, Hardware as a Service – Virtualization – Private, Hybrid Cloud for Enterprise

REFERENCES

1. Michael miller, cloud computing, “web based Applications that change the way you work and collaborate online” PEARSON, Seventh Impression, 2012
2. Pankaj Arora, Raj Biyani, Salil Dave, ”To the cloud: cloud powering An Enterprise”, Tata McGraw Hill Education Pvt Ltd, 2012
3. David S. Linthicum, Cloud computing and SOA Convergence in Your Enterprise, Pearson, 2010
4. Christopher M. Moyer, Building Application in the Cloud, Pearson, 2012

MB 13SM04	INFORMATION MANAGEMENT	STORAGE	AND	L	T	P	C
				2	2	0	3

COURSE RATIONALE:

This subject on “Information Storage and Management” deals with the concepts, principles and deployment considerations across all technologies applicable for storing and managing information.

COURSE OBJECTIVES:

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

Understand the information storage and intelligent storage system

Learn about storage networking technologies

Be able to identify and measure information Availability, backup, recovery, local replication and remote replication

Understand how to secure and manage storage infrastructure

SYLLABUS:

Unit I

10

Introduction to Information Storage – Intelligent Storage system – Data Center Environment – DBMS – Introduction to Flash Drives

Unit II

10

Storage Area Networks – Network – Attached Storage: Benefits, components – NAS Protocol and Implementation – File level Virtualization – Object based and Unified Storage: Devices and components – CAS Use Cases

Unit III

10

Introduction to Business Community - Backup and Recovery – Local Replication: Technologies – Backup in NAS Environments – Data duplication – Remote replication

Unit V **10**
 Securing the storage infrastructure – Risk triad – Security implementations in Storage
 Networking – Storage Security domains

Unit V **10**
 Managing Storage infrastructure - Storage infrastructure Management Activities and
 Challenges – Ideal solutions for Storage Infrastructure management – Storage tiering.

REFERENCES

1. G. Somasundaram, Alok Shrivastava, "Information Storage and Management",
 EMC Education Services, Wiley Publishing, Inc, Edition 2010

MB 13SM05	BUSINESS DATA COMMUNICATION	L	T	P	C
		2	2	0	3

COURSERATIONALE:

This subject on "Business Data Communication" covers the technology, architecture and applications essential to Business and Information Management.

COURSE OBJECTIVES:

At the end of the course, the student will understand the following concepts required for Business Data Communication.

- Business Information
- Distributed Data Processing
- Internet Architecture
- TCP/IP and OSI
- Client- server computing
- Data Communication Fundamentals
- Management Issues in Business Data Communication

SYLLABUS:

Unit I **10**
 Introduction to Information and communication – Business information – Extending
 LAN through WAN – Information communication components: Service, User and
 Enterprise

Unit II **10**
 Distributed Data Processing – Internet Architecture – TCP/IP and OSI – Cloud
 Computing Introduction – Data communication Security technologies and methods

Unit III **10**
 Internet based applications – Client server and internet computing – Internet operation – Wireless WAN’s – Recent trends in Web-application

Unit IV **10**
 Data transmission – Data communication – Data link control and multiplexing – Communication Equipments

Unit V **10**
 Security models – Cryptography: Encryption, Decryption and its application in Business - Management issues in network security – Online Security

REFERENCES

2. 1. William Stallings, “Business Data Communications”, Pearson, Edition 2011
3. Manish Agrawal, “Business Data Communications”, Wiley, December 2010, ©2011
4. Dr. Jerry Fitzgerald and Alan R. Dennis, “Business Data Communications and Networking”, Wiley; 8 edition 2004

MB 13SM06	BUSINESS INTELLIGENCE SYSTEM	L	T	P	C
		2	2	0	3

COURSERATIONALE:

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

COURSE OBJECTIVES:

At the end of this course on Business Intelligence System, the learner will be able to:

Gain an understanding of how managers use business analytics to formulate and solve business problems and to support managerial decision making.

Become familiar with the processes needed to develop, report, and analyze business data.

To learn how to use and apply selected business analytics software

SYLLABUS:

Unit I

10

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

Unit II

10

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

Unit III

10

Data Mining – OLAP analysis - algorithms for data mining, classification and prediction, discriminant analysis, classification and regression trees, and cluster analysis

Unit IV

10

Decision Support system, Neural Networks, Web mining and text mining

Unit V

10

Applications of Business Intelligence

Practice sessions: Analysis of Data, Data mining using SPSS

REFERENCES

1. Krzysztof J. Cios, Witold Pedrycz, Roman W. Swiniarski, "Data mining: a knowledge discovery approach", Springer, 2007
2. D. J. Hand, Heikki Mannila, Padhraic Smyth, "Principles of data mining" MIT Press, 2001
3. Soumen Chakrabarti, Earl Cox, Ian H. Witten, Morgan Kaufmann, "Data mining: know it all", 2008
4. Mehmed Kantardzic, "Data Mining: Concepts, Models, Methods, and Algorithms", Wiley-IEEE, 2011

5. Tsau Young Lin, Ying Xie, Anita Wasilewska, "Data mining: foundations and practice", Springer, 2008
6. Efraim Turban, Ramesh Sharda, Dursun Delen, David King, Janine E. Aronson, "Business Intelligence: A Managerial Approach", Pearson Education Canada, 2010
7. Mike Biere, "Business intelligence for the enterprise", Prentice Hall Professional, 2003

MB 13SM07	ENTERPRISE RESOURCE PLANNING	L	T	P	C
		2	2	0	3

COURSERATIONALE:

This subject explains the concepts, strategies and issues involved in planning, implementing and managing systems.

COURSE OBJECTIVES:

At the end of the course on "Enterprise Resource Planning" the student will learn and understand the following.

- ERP in Indian Companies
- ERP Architecture
- Establishing Need for ERP
- Business Case for ERP
- ERP Life Cycle
- ERP and Business Process Reengineering
- ERP Implementation Process
- Post ERP Implementation

SYLLABUS:

Unit I

10

Introduction to ERP Systems - Role of ERP in Business –Advanced ERP –ERP and E-Commerce – ERP Architecture – ERP Technologies

Unit II

10

Need Analysis – Scope of ERP Modules – Materials Management Module – BOM Module – Production Module – Account Module – Payroll Module – After Sales Service Module – Banking Module – Marketing Module – Finance Module - Business Case for ERP System

Unit III

10

SDLC - ERP Life Cycle – Project Management and Monitoring - ERP Vendor and Software Selection – Market Dynamics and Competitive Strategies - Hidden Costing

Unit IV**10**

Significance of BPR – BPR Principles and Practices – BPR and ERP with IT - Implementation Process and Strategies – ERP Project Management

Unit V**10**

Guidelines of ERP Implementation - Post ERP Implementation Methodology – Change Management – Post Implementation Review, Support, Maintenance and Security –Related Technologies –Emerging Trends and Future of ERP.

REFERENCES

1. D.P.Goyal, “Enterprise Resource Planning –A Managerial Perspective” Tata Mc Graw Hill, 2011.
2. Jyotindra Zaveri, “Enterprise Resource Planning” – Himalaya Publishing House, 2011.
3. Vinod Kumar Garg, N.K.Venkitakrishnan, “Enterprise Resource Planning, Concepts and Practice” -Prentice – Hall of India Pvt Ltd, 2008.
4. Ellen F.Monk, Bret J.Wagner “Enterprise Resource Planning” engage Learning, 2009.
5. Mahadeo Jaiswal, Ganesh Vanapalli, Text book of “Enterprise Resource Planning” Macmillan, 2010.

MB13SM08	SOFTWARE PROJECT MANAGEMENT	L	T	P	C
		2	2	0	3

COURSERATIONALE:

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

COURSE OBJECTIVES:

At the end of this course on Software Project Management, the learner will be able to:
Understand how SPM is important in the execution of software projects

- Gain useful insight into the intricacies involved in Software Project Management
- Appreciate the need for SPM to be systematic and at the same time meet the goals of the project and customer requirements.

SYLLABUS:

Unit I

10

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

Unit II

10

Project initiation – Identifying project – Developing project character – Identifying stack holders – Requirement analysis – Gathering requirements – Requirements types – Project scope planning – Resource breakdown structure (RBS) – Manpower planning – Quality planning – Time and Cost estimates – Risk management planning – Procurements for the project

Unit III

10

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

Unit IV

10

Understanding Project risk management process – risk management planning – identification of risks – risk analysis – risk-response planning – Monitoring the risks – Role of project manager – Leadership styles – recruitment process – team development stages – Conflict management in Project environment – Hiring and firing issues in software project management – Communication process

Unit V

10

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

REFERENCES

1. Sanjay Mohapatra, "Software Project Management", Cengage Learning, 2011
2. GP Sudhakar, "Elements of Software Project Management", PHI 2010
3. SA Kelkar, "Software Project Management : A concise study", PHI 2009
4. Joel Henry, "Software Project Management: A real world guide to success", Pearson, 2011
5. Kathy Schwalbe, "Project Management in IT", Cengage Learning, 2011
6. Kassem A Saleh, "Software Engineering", Cengage Learning, 2010

MB 13SM09	DATABASE MANAGEMENT SYSTEM	L	T	P	C
		2	2	0	3

COURSERATIONALE:

The course on Database Management System provides a comprehensive study on Database Development Life Cycle, Architecture and Implementation issues.

COURSE OBJECTIVES:

After learning the subject, the student will understand and gather knowledge in the following.

- Database Development life cycle
- Relational Database Management System
- Database Modeling
- Query Languages
- Database Implementation issues

SYLLABUS:

- Unit I** **10**
Introduction to DBMS-Components of DBMS-Functions of DBMS-Data Dictionary-Database users- DDLC-RDBMS
- Unit II** **10**
Database Architecture, Design and Data Modeling-Hierachial Model, Network model, Relational model, Object oriented model, ER Modelling, EER Modelling, UML-Normalization Techniques.
- Unit III** **10**
Introduction to Structured Query Language(SQL)-DDL, DML,DCL-Queries and Sub queries-Joins and unions, pl/sqlDatabase Implementation issues
- Unit IV** **10**
Query processing and Query optimization-Database security-Data Integrity-Transaction Management and Concurrency control mechanisms
- Unit V** **10**
Backup and Recovery, Knowledge Discovery in Data bases (KDD), Introduction to Data Warehousing and Data Mining.

REFERENCES

1. Ramez Elmasree, Shankant B. Navathe , Fundementals of Database systems Fifth Edison - Pearson Education, Copy right@2007

2. Gerald V. Post, Database Management Systems- Designing and building Business Application- Third Edition, , TataMcgraw hill Edison. 2005, Twelfth Reprint 2010
3. Colin Ritchie, Principles of Database System and Design- – Cengage Learning- Copy right @ 2009.
4. Database Management System- Oracle SQL and PL/SQL –PHI- Pranab Kumar Das Gupta- Copyright @2009.
5. Fundamentals of Database Management Systems by Alexis Leon and Mathew Leon- Mc. Graw hill Education –Copy right and Reprint@2010
6. Database Management and Design, James V. Hansen- PHI publication, Second Edition

MB13SM10	SOFTWARE QUALITY ENGINEERING	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

The purpose of this course on Software Quality Engineering is to enable the students to understand the essence and nuances of various paths for achieving quality of software.

COURSE OBJECTIVES:

At the end of the course, the students are able to understand and analyze the following with respect to the software development, testing and implementation

- Models and Frameworks of Quality
- Software Process Capability Improvement Models
- Software Metrics
- Project types and Delivered Quality
- Quality Deployment Methods
- Quality and culture

SYLLABUS:

Unit I

10

Introduction to Software Quality Management - Quality in the current scenario- Software Development Process Models: Waterfall model, Prototyping model, Spiral model, Object oriented development model, Clean room methodology

Unit II

10

Measurement theory: Levels of Measurement, Reliability and Validity – Measurement Errors – Accessing reliability – Software Quality Metrics – In-process quality metrics - Defect removal effectiveness - Metrics for Software Maintenance – Backlog Management – Fix Quality

Unit III**10**

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

Unit IV**10**

Testing: principles - Types - Planning - Development - Execution and reporting – Tools and methods - Real Time testing - quality management paradigm - Quality motivation – Measurement criteria - Establishing a software quality program - Estimating software quality

Unit V**10**

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

REFERENCES

1. Kamna Malik and Praveen Chouhary,"Software Quality – A practioner's Approach"Tata McGraw –Hill Education Private Limited,New Delhi ,second Reprint 2011.
2. Stephen H.Kan,"Metrics and Models in Software Quality Engineering",Pearson,Tenth Impression 2011
3. Mordechai Ben-Menachem/GaryS.Marliss,Software Quality – Producing Practical,Consistent Software,Cengage Learning,Fourth Indian Reprint 2011.

MB 13SM11	E-BUSINESS TECHNOLOGY AND MANAGEMENT	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

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

COURSE OBJECTIVES:

At the end of this course on E-Business Technology and Management, the learner will be able to learn the following.

Advantages of conducting business online.

How to use the web to market products worldwide at a nominal price.

Understand the Web Advertising techniques for improving the Profitability.
Identify the need for the firm to have a competitive strategy.
Experience the Readily available customer service in encouraging the customer to know more about the product or service.

SYLLABUS:

Unit I

10

Introduction to Internet – E Business - The Second Wave of global E-Business – Business models – Revenue models – Business processes – E-Commerce opportunities – B2B, B2C, C2C business models

Unit II

10

E-Business Technology Basics – Internet protocols - TCP/IP – Domain names – Electronic mail protocol – Marking-up languages in WWW – Intranets and Extranets – XML - Web Server and E-mail Technologies – Web server basics

Unit III

10

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

Unit IV

10

Introduction to M-Commerce – Online auction - Virtual Communities - Online Security – Security for Client computers – Communication channel security – Threats to online users – CERT - Online Payment Systems – Payment gateway – Electronic wallets – E-Cash

Unit V

10

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

REFERENCES

1. Gary P. Schneider, E-Commerce – Strategy, Technology and Implementation- 2011 Course Technology-First India Edition 2012.
2. Jibitesh Mishra, E-Commerce, Macmillan publishers India Ltd, 2011.
3. Paul Phillips, E-Business Strategy, Text and Cases, Tata McGraw-Hill , Edition 2011.
4. Elias.M.Awad, Electronic Commerce, Pearson education, 3rd edition,
5. Ward A.Hanson, Kirthi Kalyanam, E-Commerce and Web marketing, Cengage learning-2009.

MB 13SM12	OBJECT ORIENTED ANALYSIS AND DESIGN	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

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

COURSE OBJECTIVES:

At the end of this course on Object Oriented Analysis and Design, the learner will be able to:

- Understand the need for requirements for large-scale systems.
- Identify the stakeholders involved in requirements management.
- Outline the requirements management processes.
- Create models of requirements.
- Elicit functional requirements.
- Appreciate need for non-functional requirements.
- Understand scenario analysis
- Understand object-oriented requirements engineering

SYLLABUS:

Unit I

10

Introduction to Classes, Objects – Inheritance – System Concepts – System Development Lifecycle – System Analyst – Roles of System Analyst - Requirements Engineering: Why, What and How – Unified process – Booch Methodology

Unit II

10

Modeling techniques - Unified Modeling Language – Use Case Model - Object relations, attributes and methods – Static, Dynamic Behaviour Model – Class design - Requirements Engineering Processes - Requirements Models- Requirements Analysis, Modeling and Specification – Non functional Requirements

Unit III

10

Elicitation: Essential Concepts-Scenario Analysis – User Interface Design – Controls and Security – DBMS – OODBMS – Case studies

Unit IV**10**

User interface Design - View layer classes and interfaces – Quality Assurance - Test Plan – Test Cases – Debugging – Continuous testing - Case studies

Unit V**10**

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

REFERENCES

1. Karl E. Wiegers , Software Requirements 2 -, Microsoft Press 2003
2. Alistair Cockburn , Writing Effective Use Cases-, Addison-Wesley Professional,2000
3. Howard Podeswa , The Business Analyst's Handbook -, Course Technology PTR 2008
4. Howard Podeswa , UML For The IT Business Analyst -, Course Technology PTR 2009
5. Kathleen Hass, Don J. Wessels, Kevin Brennan , Getting It Right: Business Requirement Analysis Tools and Techniques - , Management Concepts 2007
6. Alec Sharp , Workflow Modeling: Tools for Process Improvement and Application Development, 2nd Ed. -, Artech House 2008
7. A Guide to the Business Analysis Body of Knowledge 2nd Ed. - International Institute of Business Analysis 2009
8. Axel van Lamsweerde , Requirements Engineering: From System Goals to UML Models to Software Specifications, , John Wiley Sons 2009
9. System and Software Requirements Engineering: Tutorial, (Editors), IEEE Computer Society Press 1994

MB 13SM13	WEB TECHNOLOGY MANAGEMENT	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

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

COURSE OBJECTIVES:

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

- Understand HTML, Flash and other Web design technologies
- Create Web sites that are functional and well designed

Use the interactive multimedia and communication environments, including issues of diversity and inclusiveness

SYLLABUS:

Unit I

10

Introduction - Current Design Trends – communication – visual appeal – multimedia elements - Web design application programs - Understanding the Process- Analysis, Design, Production and Delivery

Unit II

10

Designing Interactive Nonlinear Structure and Audience - Designing Effective content and Delivery - Connections and Speeds - Determining Best connection - Designing Audience

Unit III

10

Web Browser – Browser considerations - HTML – origins – basics of a document – Headings – Paragraphs and Divisions – using lists – Block elements – texts - Fonts, Colours - Tags and Formatting – The <TABLE> tag

Unit IV

10

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

UNIT V

9

Using Graphics in tables – graphics with Tag – Padding In and Padding out – Linking Table Graphics - Integrating Graphics and Text - Using Multimedia in Tables – Incorporating media with HTML tables – using audio and video in tables

REFERENCES

1. James L.Mohler, Jon M. Duff, “Designing Interactive Web site”, CENGAGE Learning , 2000
2. Joel Sklar, ”Principles of Web Design”, CENGAGE Learning, 2000
3. Joel Sklar, ”Textbook of Web Design”, CENGAGE Learning, 2009
4. Paul Swang Sanda.S. Katila, “Introduction to web Design and Programming”, Thomson, 2009
5. D.P. Nagpal, “Web Design Technology”, S.Chand, 2009

MB 13SM14	C++ PROGRAMMING	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

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

COURSE OBJECTIVES:

At the end of this course on C++ Programming, the learner will be able to:

Perform an analysis on a problem statement to create a basic program design.

Understand different functions for input and output, various data types, basic operators, files and functions.

Write basic structured C++ programs using functions, arrays and data structures.

SYLLABUS:

Unit I

10

C++ Programming Basics - Programming characteristics of object-oriented languages. C and C++ - Loops and Decisions - Structures - Functions Returning values from functions - Reference arguments- Overloaded function.

Unit II

10

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

Unit III

10

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

Unit IV

10

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

Unit V**10**

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

REFERENCES

1. Robert Lafore,"Object-Oriented Programming in C++", Galgotia Publications Pvt. Ltd., 3rd Edition, 2006
2. Bjarne Stroustrup,"The C++ Programming Language", Pearson, 2002.
3. Gopalan, N. P. Sivaselvan, B. Mala,"Object - Oriented Programming using C++",PHI, 2010.
4. E.Balaguruswami,"Object - Oriented Programming with C++",Tata Mc Graw Hill, 2011.

VERTICAL ELECTIVE**AGRICULTURE MANAGEMENT**

		L	T	P	C
MB 13AM01	Agri Finance Management	2	2	0	3
MB 13AM02	Agro Input Marketing	2	2	0	3
MB 13AM03	Agricultural Project Management	2	2	0	3
MB 13AM04	Cooperatives In Rural Ventures	2	2	0	3
MB 13AM05	IT Systems For Agro Enterprises	2	2	0	3
MB 13AM06	Sustainable Agriculture Management	2	2	0	3

MB 13AM01	AGRI FINANCE MANAGEMENT	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

There is an increasing realization among the planners and bankers that the Indian agriculture's need for finance is unique and needs careful management. This course aims to focus on this aspect.

COURSE OBJECTIVES:

The learners will be able to:

- Develop the perspective of financing agricultural operations and rural development in India
- Appreciate the current developments in this field.

SYLLABUS:

- Unit I** **10**
Role of credit in Agriculture-Types of agricultural finance- financing of Indian agriculture- traditional sources of finance and their issues- Importance of cooperative credit - Estimation of agricultural finance - issues involved
- Unit II** **10**
Theoretical background of Agricultural finance?- productive and consumption credit –cash and kind loans – The 3Rs of credit- Crop loan
- Unit III** **10**
Financial Institutions – Central banks - role of NABARD, RBI and developmental banks – State level - Cooperative bank structure and operations, problems and fixes. – Legal Framework for Agro finance and lending
- Unit IV** **10**
Financing Agricultural industries – Long term loans – Need and estimation – Working Capital loans – Issues in managing
- Unit V** **10**
Finance For Micro Finance – SHGs Bank linkages , Insurance – Crop Insurance, Financing Agro exports

REFERENCES

1. VB Jugale , 'Agricultural Finance In India – Theories and Practices ,Atlantic Publishers, 2005
2. KG Karmakar , Microfinance In India, Sage India, 2008
3. BM Desai and NV Namboodiri, Banking Credit for Farm Inputs Marketing Business: Macro Perspective and Micro Realities, Oxford and IBH Publishing Pvt. Ltd., 110106
4. D.B. Kuchhadiya , Agricultural Finance: Potential and Problems, (ed), Gujarat Agricultural University, Junagadh, 110107
5. L.M.Bhole "Financial Institution and Markets" Structure, Growth, and Innovation, TATA McGraw Hill 4th Edition-2008

MB 13AM02	AGRO INPUT MARKETING	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

As we have a vast potential for the agro inputs for the country, the system needs a vast pool of trained personnel to manage such a critical function in the economy well versed with the marketing of these products.

COURSE OBJECTIVES:

The participants will be able to appreciate the rationale in marketing of agro inputs like fertilizers, pesticides, seeds etc. and be able to

 Create a marketing strategy for the same

 Execute the strategy for the benefit of nation as a whole

SYLLABUS:

Unit I **10**
 Define Agricultural Marketing –history of agricultural marketing- different approaches.

Unit II **10**
 Types of agro input markets - functions and services - futures trading-marketing channels used for agro inputs

Unit III **10**
 Marketing institutions - rule of the games - formal/informal, current scenarios

Unit IV **10**
 Agricultural marketing system - then and now, market integration, contract farming, marketing development and planning, modern infrastructural facilities, cooperative/ group marketing systems

Unit V **10**
 Value addition and chain, agro-processing, post harvest technology, marketed and marketable surplus, marketing costs and margins, marketing efficiency and input marketing.

REFERENCES

1. Prof. Surjeet Singh, Rural Marketing: Focus On Agricultural Inputs, Vikas Publishing, 2001.
2. Richard R. Still, Edward W.Cundiff and Norman A.P.Govoni; "Sales Management " Prentice – Hall of India , 5th Edition 2010
3. Chetan Bajaj, Rajnish Tuli, Nidhi V Srivastava, "Retail Management", Oxford University Press, 2005
4. Badi, R.V., Badi, N.V., "Rural Marketing", Himalaya Publishing House, 2007
5. Saaksuori, Antti and Immonen, Anselmi. Product Lifecycle Management, Springer-Verlag, 2004

MB 13AM03	AGRICULTURAL PROJECT MANAGEMENT	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

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

COURSE OBJECTIVES:

The participants will be able to understand the various project management skills so as to

- Create project plans for various agro-industrial ventures/micro enterprises
- execute the plans to reach the objectives

SYLLABUS:

Unit I

10

Meaning, importance, need, objectives for project analysis, features of agricultural project, strategies for planning agricultural projects

Unit II

10

Concepts of projects, search for and identification of agricultural Projects, Project Formulation, Project Planning. Project Analysis. Project Operation. Project Risk. Project Design. Project Feasibility-technical feasibility, economic feasibility, financial feasibility, management feasibility

Unit III**10**

Financial Analysis of Agricultural Projects-Variable analysis. Ratio analysis quantitative approach, classification. Types of ratios-Liquidity ratios, Leverage ratios, Acid test ratio, Debt equity, etc.

Unit IV**10**

Funds Flow analysis-Cash flow management-Measurement. Discounting techniques, compounding technique. Breakeven analysis. Sensitivity analysis. Probability analysis. Appraisal of projects-Ex-ante and Ex-post evaluation

Unit V**10**

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

REFERENCES

1. Peter Smith ,Agricultural project management: monitoring and control of implementation, , Elsevier 11084
2. George E. Rejda , Principles of Risk Management and Insurance – Pearson Publisher, 2010
3. Larry Richman-Project Management step by step, PHI New Delhi, Edition 2008.
4. Santakki.V.C., Project Management, Himalaya Publishing House, Edition 2006.
5. Bhanesh M.Patel, Project Management, Vikash Publishing House Pvt Ltd, Edition 2008

MB 13AM04	COOPERATIVES IN RURAL VENTURES	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

Agricultural cooperatives are a vehicle to carry out not just co-operative farming, but also to engage in

COURSE OBJECTIVES:

At the end of the course the participants will

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

SYLLABUS:

- Unit I** **10**
Agricultural co-operatives- objectives, organizational structure, functions and working.
Credit Co-operatives-PACBs, FSS, LAMPS, Farming societies
- Unit II** **10**
Marketing Co-operatives-Processing Co-operatives- Sugar Co-operatives, Spinning Co-operatives, Fisheries Co-operatives
- Unit III** **10**
Non-agricultural co-operatives - objectives, organizational structure, functions and working
- Unit IV** **10**
Consumer Co-operatives, Industrial Co-operatives, Housing Co-operatives, Fertilizer Co-operatives-IFFCO and KRIBHCO - Labour Co-operatives and Women Co-operatives
- Unit V** **10**
Agricultural co-operatives- objectives, organizational structure, functions and working.
Credit Co-operatives-PACBs, FSS, LAMPS, Farming societies. Marketing Co-operatives-TAPCMS, MARKFED, NAFED, CAMPCO, MAMCO, KMF, KOF

REFERENCES

1. Dr.LP Singh , Cooperative Marketing in India and abroad , Himalaya 2001
2. Katar Singh, Rural development principles, policies and management, Sage publications 2009
3. Tadlock cowan, B.Ellington Foote , Rurual Development, Novinka Books 2007
4. Banking Credit for Farm Inputs Marketing Business: Macro Perspective and Micro Realities, BM Desai and NV Namboodiri, Oxford and IBH Publishing Pvt. Ltd., 1996
5. D.B. Kuchhadiya , Agricultural Finance: Potential and Problems, (ed), Gujarat Agricultural University, Junagadh, 1997

MB 13AM05	IT SYSTEMS FOR AGRO ENTERPRISES	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

IT systems are becoming the strategic requirement for any enterprises to conduct business. In this regard the Agricultural ventures also do need

COURSE OBJECTIVES:

At the end of the course the participants will

Become acquainted with the theoretical and practical elements of IT systems in agriculture and be able to

Apply the most updated quantitative methods in data collection and analysis

Acquire experience in the analysis and design of IT systems and implemented

Develop the skills to work in a multidisciplinary group

SYLLABUS:

Unit I	10
Fundamentals of Information Technology – applications scope and models	
Unit II	10
Fundamentals of Computers and Operating Systems, e---Commerce, Retailing and Entrepreneurship	
Unit III	10
Database Management System and analytics – Data – simple analysis and advanced tools	
Unit IV	10
Enterprise Resource Planning and Production, marketing systems	
Unit V	10
Distribution applications - Applications of RFID and WI---FI Technology	

REFERENCES

1. M. J. Blackie and J. B. Dent , Information Systems for Agriculture. Wiley and Sons, 110710
2. J. B. Dent, M. J. Blackie and S. R. Harrison , Systems Simulation in Agriculture. Wiley and Sons, 110710
3. Roger S. Pressman, Software Engineering: A Practitioner's Approach, , McGraw – Hill, Sixth Edition 2012
4. Grady Booch , Object Oriented Analysis and Design With Application -, Pearson Education India, 2006
5. Alexis Leon, Mathews Leon , Fundamentals of Database Management Systems, Tata McGraw Hill Publishers, Second Print, 2010

MB 13AM06	SUSTAINABLE AGRICULTURE MANAGEMENT	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

As we face major challenges to the agriculture and food security due to global environmental changes it is more urgent for us to manage the major livelihood industry sustainably.

COURSE OBJECTIVES:

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

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

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

SYLLABUS:

Unit I

10

Introduction and scope of sustainability and challenges

Unit II

10

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

Unit III **10**
 Plant breeding for seed production, weed and pest control, Challenges and opportunities

Unit IV **10**
 Direct and wholesale marketing, influence of policy on farm management.

Unit V **10**
 Facilities and advances in sustainability - vermiculture, composting, Panchagavya and biodiesel production.

REFERENCES

1. Building a Sustainable Business: A Guide to Developing a Business Plan for Farms and Rural Businesses, MISSA, sare.org, 2003
2. Fabio Giudice, Guido La Rosa, Product Design for the environment-A life cycle approach, Taylor and Francis 2006
3. N Rastogi Mac Millan , Managing creativity For Corporate Excellence Published by Macmillan Publishers India , 1999
4. Lateral Thinking – Edward de Bono Penguin Pub, 2012
5. Drucker, Peter , Innovation and Entrepreneurship-. Excellence Pub 2012

AUTO INDUSTRY

		L	T	P	C
MB 13AI01	Introduction to Auto Industry	2	2	0	3
MB 13AI02	Product Design and Development	2	2	0	3
MB 13AI03	Six Sigma and Lean Manufacturing in Auto Industry	2	2	0	3
MB 13AI04	Supply Chain Management Practices in Auto Industry	2	2	0	3
MB 13AI05	Quality Management and Practices in Auto Industry	2	2	0	3
MB 13AI06	Marketing Practices in Auto Industry	2	2	0	3

MB 13AI01	INTRODUCTION TO AUTO INDUSTRY	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

The purpose of learning this course on Introduction to Auto Industry is to understand the evolution of Auto industry and appreciate the Theoretical and Practical aspects of various issues involved in Global Auto Industry.

COURSE OBJECTIVES:

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

SYLLABUS:

Unit I

10

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

Unit II

10

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

Unit III

10

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

Unit IV

10

Basic terminologies – Engine components – Fuels – Alternate fuels – Engine emissions and controls.
Delivery Mode: Lectures and Case Study

Unit V

10

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

REFERENCES

1. Jean and Pierre Bardou, The automotive revolution, North Carolina press, 2008.
2. Stuart and Gordon, Automotive industry – technical challenges and global issues, Nova science publication, 2010.
3. V. Ganesan, Internal Combustion Engines, 3rd Edition, McGraw Hill Education private limited, 2011.
4. Leon R. Domansky, Automobile Industry Current Issues, Nova Science Publishers, 2010.
5. Yasuhiro Monden, Toyota Production System, CRC Press, 2012.

MB 13AI02	PRODUCT DESIGN AND DEVELOPMENT	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

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

COURSE OBJECTIVES:

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

SYLLABUS:

Unit I

10

Development processes and organizations – Product Planning – Identifying the customer needs

Delivery Mode: Lectures and Case Study

Unit II

10

Product specification – Concept generation – Concept selection – Product architecture

Delivery Mode: Lectures and Case Study

Unit III

10

Industrial design – Design for manufacturing – Prototyping – Robust design

Delivery Mode: Lectures and Case Study

Unit IV **10**
 Patents and Intellectual property
 Delivery Mode: Lectures and Case Study

Unit V **10**
 Product development economics – Managing projects.
 Delivery Mode: Lectures and Case Study

REFERENCES

1. Karl T.Ulrich, Steven D.Eppinger and Anita Goyal, Product design and development, McGraw Hill Education private limited, 2012.
2. Arlindo Silva and Ricardo Simoes, Trends in Product Design and Development, IGI Global Snippet, 2011
3. Anil Mital, Anoop Desai, Anand Subramanian and Aashi Mital, Product Development, Butterworth – Heinemann, 2010.
4. Imad Moustapha, Concurrent Engineering in Product Design and Development, New Age International Publishers, 2010.
5. A.K. Chitale, R.C. Gupta, Product design and manufacturing, Eastern Economy Edition, 2010.

MB 13AI03	SIX SIGMA AND LEAN MANUFACTURING IN AUTO INDUSTRY	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

The purpose of learning this course on Six Sigma practices in Auto industry is to enlighten the students on the thrust of manufacturing and service excellence in Auto industry through Six Sigma methodologies.

COURSE OBJECTIVES:

After studying this course the learner will be able to understand the principles, tools and techniques of Six Sigma and Integrate Six Sigma with Business results and competitive advantage

SYLLABUS:

Unit I **10**
 Foundations and principles of Six Sigma
 Delivery Mode: Lectures and Case Study

Unit II **10**
 DMAIC Methodology
 Delivery Mode: Lectures and Case Study

Unit III	10
Concept and design development	
Delivery Mode: Lectures and Case Study	
Unit IV	10
Optimization and verification	
Delivery Mode: Lectures and Case Study	
Unit V	10
Six Sigma Implementation	
Delivery Mode: Lectures and Case Study	

REFERENCES

1. James R. Evans, William M.Lindsay, Six Sigma and process improvement, Cengage Learning, 2009.
2. Peter S.Pande, Robert P.Neuman, Roland R.Cavanagh, The Six Sigma Way team fieldbook – An implementation guide for process improvement teams, Tata McGraw Hill education Limited, 2010.
3. Richard J. Schonberger, Bets practices in Lean Six Sigma Process Improvement, John Wiley and Sons, 2008.
4. Lynne Hambleton, Treasure chest of Six Sigma, Grown methods, tools and best practices, Pearson Education, 2008.
5. Terence T. Burton, Accelerating Lean Six Sigma Results, J. Ross Publishing, 2011.

MB 13AI04	SUPPLY CHAIN MANAGEMENT PRACTICES IN AUTO INDUSTRY	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

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

COURSE OBJECTIVES:

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

SYLLABUS:

Unit I		10
	Overview of supply chain management – Supply chain dynamics – Designing the supply chain	
	Delivery Mode: Lectures and Case Study	
Unit II		10
	SCM effectiveness – Upstream interface – Downstream interface	
	Delivery Mode: Lectures and Case Study	
Unit III		10
	Transportation, Storage and Warehousing	
	Delivery Mode: Lectures and Case Study	
Unit IV		10
	Role of IT in SCM	
	Delivery Mode: Lectures and Case Study	
Unit V		10
	Quantitative tools for SCM.	
	Delivery Mode: Lectures and Case Study	

REFERENCES

1. Narayan Rangaraj, G Raghuram, Mandyam M Srinivasan, Supply chain management for competitive advantage, Tata McGraw Hill Education Limited, 2011.
2. Amit Sinha and Herbert Kotzab, Supply Chain Management, Tata McGraw Hill, 2011.
3. Surendra M.Gupta, Reverse Supply Chains: Issues and Analysis, CRC Press, 2013.
4. David Blanchard, Supply Chain Management Best Practices, Wiley Publications, 2010.
5. Joris J.A. Leeman, Supply Chain Management, Books on Demand, 2010.

MB 13AI05	QUALITY MANAGEMENT PRACTICES IN AUTO INDUSTRY	AND	L	T	P	C
			2	2	0	3

COURSE RATIONALE:

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

COURSE OBJECTIVES:

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

SYLLABUS:

Unit I		10
	Fundamentals of quality – Quality Gurus – TQM Kite marks Delivery Mode: Lectures and Case Study	
Unit II		10
	Continuous improvement – Kaizen, 5S, Poka-Yoke, QFD and CWQC Delivery Mode: Lectures and Case Study	
Unit III		10
	Diagnostic tools and techniques – Change concepts Delivery Mode: Lectures and Case Study	
Unit IV		10
	Administrative systems for quality management – The Fork model for quality management Delivery Mode: Lectures and Case Study	
Unit V		10
	TS 16949:2002 – Requirements – Documentation – Registration – Audit process – Objectives – Planning and preparation Delivery Mode: Lectures and Case Study	

REFERENCES

1. Poomima M. Charantimath, Total Quality Management, Pearson Education, 2011.

2. Howard S Gitlow, Alan J Oppenheim, Rosa Oppenheim, David M Levine, Quality Management, Tata McGraw Hill Limited, 2010.
3. Amitava Mitra, Fundamentals of Quality Control and Improvement, Wiley Publications, 2012.
4. Christine Avery and Diane Zabel, Quality Management Sourcebook, Routledge Publications, 2013.
5. Joseph M. Juran, Juran's Quality Handbook, Tata Mc-Graw Hill Education, 2010

MB 13AI06	MARKETING PRACTICES IN AUTO INDUSTRY	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

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

COURSE OBJECTIVES:

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

SYLLABUS:

Unit I **10**
 Market scenario of various auto segments – Devising marketing plan and strategies for various auto segments – Niche market in Auto industry – Sustainable market development
 Delivery Mode: Lectures and Case Study

Unit II **10**
 Market Diversification – Product mix strategies – PLC strategies for Auto products – Managing Auto brands – Pricing strategies for various auto segments
 Delivery Mode: Lectures and Case Study

Unit III **10**
 Channel management – Partner management – Sales management – Dealership operations – After sales service – OEM and replacement spares market - Multi-brand auto retailing
 Delivery Mode: Lectures and Case Study

Unit IV**10**

Advertising strategies for auto products – Sales promotion strategies – Company promotions and dealer promotions – Role of brand ambassadors in sales promotions
 Delivery Mode: Lectures and Case Study

Unit V**10**

Customer relationship management – Vehicle financing – Used vehicles market
 Delivery Mode: Lectures and Case Study

REFERENCES

1. Philip Kotler, Marketing Management, Pearson Education, 2012.
2. Lamb, Hair, Marketing, Cengage Learning, 2012.
3. Lena Fitzen, Multichannel retailing in Automotive industry, Grin Publications, 2009.
4. Saxena, Marketing Management, Tata McGraw-Hill Education, 2009.
5. Kamran Kashani, Beyond Traditional Marketing: Innovations in Marketing Practice, Wiley Publications, 2008.

ENTREPRISE RESOURCE PLANNING

		L	T	P	C
MB 13ER01	Materials Management Processes	2	2	0	3
MB 13ER02	Financial Planning Processes	2	2	0	3
MB 13ER03	Sales and Distribution Processes	2	2	0	3
MB 13ER04	Production Planning Processes	2	2	0	3
MB 13ER05	Customer Service Processes	2	2	0	3
MB 13ER06	Controlling Processes	2	2	0	3

MB	MATERIALS MANAGEMENT PROCESSES	L	T	P	C
13ER01		2	2	0	3

COURSE RATIONALE:

The purpose of learning this course on MATERIALS MANAGEMENT PROCESSES is to make the

Students to understand the Functions of SAP ERP in Materials Management, the role and

Importance of the Procurement Processes, Provide insight into the Master database and Illustrate

Basic knowledge of customizing settings for Materials Management.

COURSE OBJECTIVES:

At the end of this course on MATERIALS MANAGEMENT PROCESSES the learner will be able to:

Name the basic organizational levels, master data, and functions of SAP ERP for the procurement processes in the supply chain.

Carry out a procurement process for stock material in SAP ERP

Carry out a procurement process for consumable material in SAP ERP

Carry out a procurement process for external services in SAP ERP

Make use of selected automation options in the procurement process

Explain the materials planning process in Materials Management

List the various options for optimizing purchasing operations and their prerequisites

Describe additional functions in Purchasing

Carry out a goods receipt, reservation and goods issue

Handling pipeline, consignment, and subcontracting materials

Illustrate basic knowledge of Customizing settings for Materials Management

SYLLABUS:

Unit I - Basics of Procurement Process

10

Business Scenario, Organizational Levels in the Procurement Process, Client, Company Code, Plant, Storage Location, Organizational Levels in Inventory Management, Purchasing Organization / Group, Plant-Specific Purchasing Organization, Cross-Plant Purchasing Organization, Cross-Company-Code Purchasing Organization, Procurement Cycle, Purchase Order, Goods Receipt, Invoice Processing, Exercises. Master Data in the Procurement Process: Master Data: Business Scenario, Master Data in the Procurement Process, Material Master Data, Material Master: Organizational Levels, Vendor Master Data, Vendor Master Record: Organizational Levels, Maintaining a Material Master and Vendor Records, Material Type, Industry Sector, Exercises.

Unit II – Procurement of Stock Material

10

Business Scenario, RFQ / Quotation, Conditions, Purchasing Info Records, Valuated Goods Receipts, Documents for Goods Movements, Logistics Invoice Verification, Collective Number, Function Process: Creating RFQs, Quotation Processing, Calculation Schema, Structure of the Purchasing Info Record, Stock Overview, Valuation Area, Valuation Class, Material Valuation Procedures, Material and Accounting Documents, Valuation of Goods Receipts, Transfer Postings, Effects of a Goods Receipt, Delivery Costs, Exercises. Procurement of Consumable Material: Procurement of Consum. Matl: Business Scenario, Purchase Requisitions, Converting Purchase Requisitions, Consumable Material, Account Assignment Objects, Procurement for Consumption, Stock Material <=> Consumable Material, Blanket Purchase Orders, Sources of Purchase Requisitions, Creating a Purchase Requisition, Multiple Account Assignment (e.g. Cost Centers), Processing Purchase

Requisitions, Copying Purchase Requisition Data to the PO, Standard Procurement for Consumable Material, Blanket Purchase Orders, Procurement via Blanket Purchase Order, Characteristics of Blanket Purchase Orders, Advantages of Blanket Purchase Orders, Exercises.

Unit III - Procurement of External Services **10**

Business Scenario, Procurement of External Services Cycle, Service Master Record, Defining Price via Master Conditions, Stock Material <=> Services, Service Specifications in the Purchasing Document, Service Entry and Acceptance, Invoice Verification for Entry Sheet, Exercises. Atomated Procurement : Automated Procurement: Business Scenario, Automated Procurement: Overview, Materials Planning Procedures, Overview of Materials Requirements Planning, Contracts, Source List, Automatic Generation of Purchase Orders, Order Acknowledgements, Evaluated Receipt Settlement, Automatic Payment Program, Reorder Point Planning, Net Reqmts Calculation in Reorder Point Planning, Static Lot-Sizing Procedures, Types of Contract, Processing Source Lists, Creating Source Lists Automatically, Materials Requirements Planning, Format of the Stock/Requirements List, Purchase Req. with Assigned Source of Supply, Shipping Notification and Goods Receipt, Exercises.

Unit IV - Inventory Management **10**

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

Unit V Reporting in MM **10**

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

PRACTICALS

- Basics of Procurement Process
- Master Data in the Procurement Process
- Procurement of Stock Material
- Procurement of Consumable Material
- Procurement of External Services
- Atomated Procurement
- Inventory Management

Total **75**

REFERENCES

1. Martin Murray, SAP MM: Functionality and Technical Configuration, 2nd Edition, SAP Press.
2. Tony Arnold, Steve Chapman, and Lloyd Clive, Introduction to Materials Management (6th Edition), Prentice Hall; 2007, ISBN-10: 0132337614, ISBN-13: 978-0132337618.
3. Michiel R. Leenders, P. Fraser Johnson, Anna Flynn, and Harold E. Fearon, Purchasing Supply Management, McGraw-Hill Education Singapore; 13th ISE edition, 2005, ISBN-10: 0071249664, ISBN-13: 978-0071249669
4. Arjan van Weele, Purchasing and Supply Chain Management, CENGAGE Lrng Business Press; 4 edition, 2004, ISBN-10: 1844800245, ISBN-13: 978-1844800247
5. Michael Hugos, Essentials of Supply Chain Management, 2nd Edition, Wiley; 2 edition, 2006, ISBN-10: 0471776343, ISBN-13: 978-0471776345.

MB 13ER02	FINANCIAL PLANNING PROCESSES	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

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

COURSE OBJECTIVES:

At the end of this course on FINANCIAL PLANNING PROCESSES, the learner will be able to:

Describe the basic structure and procedures of the financial accounting in the SAP ERP System

Perform essential functions of Financial Accounting

Explain the roles of various applications in Financial Accounting

Explain how the financial modules relate to each other

Perform typical accounting transactions in the application components of financial accounting.

Unit I - General Ledger Accounting

10

Business Scenario, Company Code, Business Area, G/L Account Master Records: Charts of Accounts, Chart of Accounts Assignment, Company Code Specific Settings, Account Groups for G/L Accounts, Reconciliation Accounts,

Transaction Figures, Financial statement versions, Parallel Accounting Methods, Accounting Transaction Within a Period in G/L Accounting, G/L Account Postings, Standard/Complex Postings, Important Standard Document Types, Posting Key, Standard Posting Keys, Account Information, Exercises.

Unit II - Accounts Payable

30

Master Data in Accounts Payable, Vendor Account in SAP FI, Account Groups for Vendors, Daily Accounting Transactions in Accounts Payable, Invoice/Credit Memo Entry, CO Account Assignment Logic, Workplace and User Roles, The Recurring Entry Program, Elements of the Payment Transaction, Parameters, Proposal Run, Edit Proposal, Payment Run, Print Payment Media, Integration with Materials Management, Purchasing Data in the Vendor Master Record, Closing Operations in Accounts Payable, Overview: Accounts Payable Closing Operations, Balance Confirmations, Foreign Currency Valuation, Reclassify Payables,

Exercises.Accounts Receivable

Accounts Receivable: Business Scenario, Master Data in Accounts Receivable, Customer Account in SAP FI, Account Groups for Customers, Daily Accounting Transactions in Accounts Receivable, Invoice/Credit Memo Entry, Incoming Payments, Dunning Functions, Dunning Procedure, Parameters, Dunning Run, Changing the Dunning Proposal, Printing Dunning Notices, Correspondence, Accounts Receivable Information System, Integration with Sales and Distribution, Divisions, Sales Areas, Sales Area Data in the Customer Master Record, Sales Process, Credit Management, Credit Control Area, Credit Management Master Record, Credit Control Process, Closing Operations in Accounts Receivable, Overview: Accounts Receivable Closing Operations, Value Adjustments: Parameters, Valuation Run, Transfer, Exercises.

Unit III - Asset Accounting

9

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

Unit IV Travel Management

16

Business Scenario, Master Data in Travel Management, Master Data in HR and in FI-TV, Vendor Master Record for an Employee, Accounting Transactions in Travel Management, Travel Manager, Travel Expenses , Exercises. Bank Accounting: Bank Accounting: Business Scenario, Master Data in Bank Accounting, Bank Directory, Bank Accounts, Accounting Transactions in Bank Accounting, Cash Journals, Cash

Journal Transaction, Types of Cash Journal Transactions, Processing Incoming Checks, Depositing Checks, Posting a Check Deposit, Lockbox, Bank Account Statement, Incoming and Outgoing Checks, Bank Transfers, Managing Outgoing Checks, Exercises.

Unit V Preparing Financial Statements

10

Business Scenario, Closing Procedures in the General Ledger, Schedule Manager, Overview: General Ledger Closing, Accruals/Deferrals for Revenues and Expenses, Accruals, GR/IR Analysis, Balance Audit Trail, Preparing Financial Statements for Period Accounting, Reporting, Cost of Sales Accounting, Period Accounting, Derivation of Functional Area, Cost of Sales Accounting Ledger, Consolidation, EC-CS: Data Flow, EC-CS: Organizational Units, Status Monitor, Data Transfer to EC-CS, SAP Consolidation — Future Development, SAP Strategic Enterprise Management , Exercises.

PRACTICALS

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

Total

75

REFERENCES

1. Manish Patel, Discover SAP ERP Financials, SAP Press
2. Jane L. Reimers, Financial Accounting: A Business Process Approach, 2nd Edition, ISBN-10: 0-13-147386-7, ISBN-13: 978-0-13-147386-7, Published by Prentice Hall, 2008
3. Barry Elliott, Jamie Elliott, Financial Accounting, Reporting and Analysis: International Edition, 2nd Edition, ISBN-10: 0-273-70253-X, ISBN-13: 978-0-273-70253-5, Published by Prentice Hall, 2006
4. Charles T. Horngren, Charles T. Horngren, Gary L. Sundem, John A. Elliott, Donna Philbrick, Introduction to Financial Accounting, 9th Edition, ISBN-10: 0-13-147972-5, ISBN-13: 978-0-13-147972-2, Published by Prentice Hall, 2006
5. Penne Ainsworth and Dan Deines, Introduction to Accounting: An Integrated Approach, 5th Edition, ISBN-13 9780073527000, Published by McGraw-Hill, 2009
6. John A. Elliott, Introduction to Financial Accounting, ISBN-10: 0131968750, ISBN-13: 978-0131968752, Published by Prentice Hall, 2005.

MB 13ER03	SALES AND DISTRIBUTION PROCESSES	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

The purpose of learning this course on **SALES AND DISTRIBUTION PROCESSES** is to make the Students to Understand the basic sales and distribution processes in SAP System , the role and importance of the Sales and Distribution Process ,the necessity of Master databases and Illustrate basic knowledge of Customizing settings for Sales and Distribution Process for a Sales organization.

COURSE OBJECTIVES:

At the end of this course on **SALES AND DISTRIBUTION PROCESSES** the learner will be able to:

- Recognise the basic processes in sales and distribution
- Carry out the most important functions from pre-sales right through to the receipt of payment
- Learn to use SAP functions
- Maintain sales and distribution data and name the enterprise structure required for these
- Work with different sales and distribution documents
- Describe the routes from sales and distribution to areas such as materials management, production and accounting
- Carry out evaluations on the sales and distribution processes in the SAP System

SYLLABUS:

Unit I - Enterprise Structures in Sales and Distribution **17**
 Enterprise Structures: Business Scenario, Organizational Units in Sales and Distribution, Company Code, Sales Organization, Distribution Channel, Division, Sales Area, Plant and Storage Location, Shipping Point. **Overview of Sales Processes:** Sales Processes: Business Scenario, Pre-Sales Activities, Sales Order Processing, Inventory Sourcing, Shipping, Billing, Payment, Documents in Sales and Distribution, Creating an Order, Sales Document Structure, Creating an Outbound Delivery, Structure of Delivery Document, Picking, Posting Goods Issue, Creating a Billing Document, Billing Document Structure, Effects of Billing Document, Document Flow in the SAP System, Document Flow at Item Level

Unit II - Master Data in Sales and Distribution **13**
 Unit Business Scenario, Data Origin in Sales Documents, Customer Master, Data on the General Data Tab Pages, Data on the Sales Area Data Tab Pages, Partner Functions in the Customer Master, Data on the Company Code Data Tab

Pages, Effects of Changes in the Customer Master, Material Master, Data on the Sales Tab Pages, Cross-Division Sales, Division-Specific Sales, Customer - Material Information Record, Order Entry Using Customer-Material Info Record, Output, Incompletion Log, Condition Master, Condition Master Records in Pricing, Pricing in Sales Orders, Common Master Data - Distribution Channels, Common Master Data – Divisions.

Unit III - Sales From Stock - Available

18

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

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

Unit IV - Make-To-Order

17

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

Unit V - Reporting and Analysis on the Processes in Sales and Distribution 10

Reporting and Analysis: Business Scenario, Sources of SD Information, Lists and Reports, List of Sales Orders, Documents with a Specific Status, Processing Worklists, Document Flow, Sources of Information in the SAP System, Logistics Information System, Data Warehouse Concepts, How Information Structures are Organized, Information Structures in Sales and Distribution, Standard Analyses, Flexible Analyses

PRACTICALS

Overview of Sales Processes

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

Total

75

REFERENCES

1. D. Rajen Iyer, Effective SAP SD, SAP Press
2. Glynn C. Williams, Implementing SAP R/3 Sales and Distribution, McGraw-Hill Osborne Media; 1 edition, 2008, ISBN-10: 0071497056, ISBN-13: 978-0071497053
3. Tapan K. Panda, and Sunil Sahadev, Sales and Distribution Management, Oxford University Press, USA, 2005, ISBN-10: 0195673905, ISBN-13: 978-0195673906
4. Gerhard Oberriedermaier, and Tamara Sell-Jander, Sales and Distribution with SAP: Making SAP SD Work for Your Business, GWV-Vieweg; 1 edition, 2003, ISBN-10: 352805770X, ISBN-13: 978-3528057701
5. S.L. Gupta, Sales and Distribution Management, Excel Books, 2002, ISBN-10: 8174461833, ISBN-13: 978-8174461834

MB 13ER04	PRODUCTION PLANNING PROCESSES	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

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

COURSE OBJECTIVES:

At the end of this course on PRODUCTION PLANNING PROCESSES the learner will be able to:

Explain the manufacturing organizational structures

Describe the basic PP master data

Will understand the BOM and also able to describe BOM for Manufacturing Organization.

Perform MRP using various repetitive and make-to-order production strategies

Execute the plans using production orders, repetitive manufacturing and KANBAN production techniques

Interpret the results of the discrete manufacturing planning and execution processes

Unit I - Master Data

14

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

Unit II - Planning and Execution with Final Assembly

17

Planning and Execution with Final Assembly: Business Scenario, Planning Strategies, Make-to-Stock Production, Planning With Final Assembly, Sales and Operations Planning, Product Groups, SOP Process Flow, SOP Planning Table, Creating a Sales Plan, Creating a Production Plan, Disaggregation, Transfer to Demand Management, Demand Management, Stock / Requirements List, MRP, Planning Procedures, MRP Overview, MRP: BOM Explosion, Planning Without MRP Areas, Planning with MRP Areas, MRP: Net Requirements Calculation, MRP: Scheduling, MRP: Total Planning, MRP: Single-Item Planning, Planned Orders, MRP List and Stock / Requirements List, Stock / Requirements List and MRP List, Sales and Distribution, Availability Check, Consumption Logic, Production Orders, Elements of a Production Order, Production Order: Production Order Creation, Production Order Release, Production Order Goods Movements, Production Order Goods Issue, Order Confirmation - Process Chain, Production Order Goods Receipt, Production Orders: Costs, Production Orders - Order-Related Cost Object Controlling, Exercises.

Unit III - Make-to-Stock Production

14

Make-to-Stock Production: Business Scenario, Make-to-Stock: Strategies, Make-to-Stock Production – Process, Master Production Scheduling, MPS - MRP Comparison, Planning Time Fence, Interactive MPS, Lot-Sizing Procedures, Functions of the Stock / Requirements List, Functions of the MRP List, Collective Display of Stock / Requirements List, Collective Display of MRP Lists, Overview Tree, Creating a Production Order: Methods, Scheduling, Basic Dates: Backward Scheduling, Basic Dates: Forward Scheduling, Lead Time Scheduling, Operation Lead Time, Material Availability Check, Material Availability: Missing Parts List,

Capacity Planning: Environment, Capacity Planning, Available Capacity, Capacity Requirements, Capacity Planning: Subsections, Tabular Planning Table, Graphical Planning Table, Operation Dispatching, Confirmation: Types and Functions, Confirmation: Backflushing, Final Delivery and Technical Completion, Exercises.

Unit IV - Make-to-Order Production

16

Make-to-Order Production: Business Scenario, Make-to-Order Planning, Make-to-Order Production, Individual/Collective Requirements Indicator, Assembly Processing, Assembly Processing: Process Flow, Assembly Processing: Availability Check, Assembly Processing: Changes, Variant Configuration, Variant Configuration: Overview, Configuration of a Pump, Exercises.

Unit V - Repetitive Manufacturing / KANBAN

14

Repetitive Mfg / KANBAN: Business Scenario, Planning Without Final Assembly, Planning w/o Final Assembly: Plnd Indep. Reqmts, Planning Without Final Assembly: Sales Order, Planning Without Final Assembly: Master Data, Stocking Level, Flexible Determination of Stocking Level, Repetitive Manufacturing, Repetitive Manufacturing: Overview, Period-Based Planning, Discrete Manufacturing Versus Repetitive Mfg, Repetitive Manufacturing: Master Data, Master Data: Material Master, Material Master: Production Versions, Master Data: BOM, Master Data: Production Line, Master Data: Rate Routing, Repetitive Manufacturing: Line Loading, Repetitive Manufacturing: Planning, Planning Table: Period-Based Planning, Processing the Planning Result, Dispatch List, Repetitive Manufacturing: Material Staging, Pull List With Direct Transfer Posting, Repetitive Manufacturing: Backflushing, KANBAN, Push Principle / Pull Principle Comparison, MRP / KANBAN: Comparison, Business Management Environment for KANBAN, KANBAN: Master Data, Supply Area, KANBAN Control Cycle, Supply Sources in the KANBAN Procedure, Excluding Materials from MRP, General KANBAN Procedure, Setting the Kanban to EMPTY, Setting Kanban to Full, KANBAN Board, Exercises.

PRACTICALS: Master Data , Planning and Execution with Final Assembly , Make-to-Stock Production, Make-to-Order Production and Repetitive Manufacturing / KANBAN

Total 75

REFERENCES

1. Jorg Thomas Dickersbach, Gerhard Keller, and Klaus Weihrauch, Production Planning and Control with SAP, Sap Press America; 2 edition, 2007, ISBN-10: 1592291066, ISBN-13: 978-1592291069
2. Jochen Ballas, Production Planning with SAP APO-PP/DS, SAP PRESS; 1 edition, 2006, ISBN-10: 1592291139, ISBN-13: 978-1592291137

3. Chetan S. Sankar, and Karl-heinz Rau, Implementation Strategies for Sap R/3 in a Multinational Organization: Lessons from a Real-world Case Study, Cybertech Publishing, 2006, ISBN-10: 159140777X, ISBN-13: 978-1591407775
4. Daniel C. Wood, SAP SCM: Applications and Modeling for Supply Chain Management (with BW Primer), Wiley, 2007, ISBN-10: 0471769916, ISBN-13: 978-0471769910
5. Thomas E Vollmann, William Lee Berry, David Clay Whybark, and F. Robert Jacobs, MANUFACTURING PLANNING AND CONTROL SYSTEMS FOR SUPPLY CHAIN MANAGEMENT : The Definitive Guide for Professionals, McGraw-Hill; 5 edition, 2004, ISBN-10: 007144033X, ISBN-13: 978-0071440332.

MB 13ER05	CUSTOMER SERVICE PROCESSES	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

The purpose of learning this course on CUSTOMER SERVICE PROCESSES is to make the Students to understand the process of Customer Service in SAP – ERP, Organizational Structure of Customer Service Processes, the applications of Customer Service Processes module and also make them to carry out the service to their customers effectively by using SAP-ERP. Illustrate basic knowledge of Customizing settings for Customer Service Process.

COURSE OBJECTIVES:

At the end of this course on CUSTOMER SERVICE PROCESSES the learner will be able to:

Describe how customer service processes are represented and supported in the SAP System

Use the business transactions for customer service

List the evaluation options

Understand the integration of customer service component with other applications

SYLLABUS:

Unit I - CS – Overview

14

CS - Overview: Business Scenario, Service - Overview: Topic Objectives, Service - Service Categories, Services, Service – Process, Roles in Customer Service, CS - Main Functions, Organizational Elements, Organizational Structure - Accounting, Organizational Structure - Cost Accounting, Organizational Structure - Materials Management, Organizational Structure - Sales and Distribution, Organizational Units, Organizational Structure – Service, Master Data: Customer Master, Material Master, Use of Material Master in Service, Work Centers in Service, Contents of Work Center Master, Personnel Master, Vendor Master , Exercises.

Unit II - Technical Objects

16

Technical Objects: Business Scenario, Types of Technical Objects, Material Serial Numbers and Equipment: Serial Numbers, Serial Number Management, Equipment and Serial Numbers, Equipment, Criteria for Equipment Master Record, Equipment Master Record, Functional Locations, Criteria for Functional Locations, Master Record for Functional Location, Bills of Material: Objectives, Service Bills of Material, Object Hierarchies, Installed Base, Warranties, Warranty Types, Structure of Master Warranty, Object-Related Warranty, Exercises. **Helpdesk:** Business Scenario, Documents in CS, Simple Notification Processing, Service Notification Functions, Notification Types, Notification Structure, Notification Interface, Notification Receipt, Catalogs, Service Notification: Task Determination, Customer Interaction Center (CIC), Notification Processing with CIC, Notification Processing, Notification List Editing, Follow-up Actions for Service Notification, Status of Notifications and Tasks, Solution Database, Notification Completion, Notification Completion, Exercises.

Unit III - Field Service Planning

16

Field Service Planning: Business Scenario, Simple Order Processing, Service Order Functions, Structure of Service Order, Process Flow for Simple Order, Order Entry and Planning, Process Flow in Service Order Processing, Order Creation Options, Order Operations - Internal Processing, Scheduling and Capacity Planning, External Services in the Order, Service - External: Process Flow, Service - External (with Service Sheet): Process Flow, Order Components, Stock Material: Process Flow, Non-Stock Material: Procedure, Service Order with Advance Shipment, Service Quotations, Creating a Quotation from a Service Order, Order Processing, Service Orders - List Editing, Order Release, Printing / Faxing Order,

Communication, Order and Operation Statuses, Order Confirmation, Order Confirmation, Time Confirmation, Activity Report, Material Confirmation, Non-Stock Material Confirmation, Technical completion, Billing, Resource-Related Billing, Billing Service Orders, Warranty Processing, Order Completion, Cost and Revenue Analysis in the Service Order, Order Settlement, Business Completion , Exercises.

Unit IV - Returns and Repairs

16

Returns and Repairs: Business Scenario, Overview, Repairs Processing, Phases of Repairs Processing, Structure of Customer Repairs Order, Supported Scenarios, Serviceable Item and Service Product, Order Entry and Returns Delivery, Repair Acceptance, Technical Check and Repairs Processing, Repair Start, Customer Repairs Order and Service Order, Outbound Delivery and Billing, Completion Confirmation, Billing in Repair Order, Value Flow, Exercises.

Service Contracts Service Contracts: Business Scenario, Service Contracts, Contents of Service Contract, Structure of Service Contract, Service Contract -

Contract Data, Service Contract - Billing Plan, Service Contract – Price Agreements, Contract Billing, Definition of Service Products, Overview of Service Products, Fixed Service Product, Configurable Service Products, Configurable Service Products – Context, Configured Service Product, Configured Service Products: Example, Service Processing with Contract Reference, Service Contract Assignment, Hotline Processing with Service Contract, Service Order with Service Contract, Value Flow, Exercises.

Unit V Planned Customer Service

13

Planned Customer Service: Business Scenario, Task Lists, Task Lists in Service, Structure of Task List, Task List Selection in Service Order, Maintenance Plans, Definition of Maintenance Plan, Types of Maintenance Plan, Structure of Maintenance Plan, Link to Maintenance Plan - Maintenance Contract, Scheduling, Scheduling Overviews, Exercises. **Evaluations:** Business Scenario, Service History, Elements of the Service History, Notification and Order History, Service Information System, Data Warehouse – Concept, Logistics - Data Warehouse, Analysis Views and Information, Standard Analysis Options, Additional Functions of LIS, , Exercises.

PRACTICALS: Field Service Planning , Returns and Repairs , Service Contracts and Evaluations.

Total 75

REFERENCES

1. Thomas Teufel, Jurgen Robricht, and Peter Willems, SAP(R) Process, Sales and Distribution and Customer Service, Addison Wesley Publishing Company; 2003, ISBN-10: 0201715147, ISBN-13: 978-0201715149
2. Jitendra Singh, Implementing and Configuring Sap Global Trade Services, SAP PRESS; 1 edition, 2006, ISBN-10: 1592290965, ISBN-13: 978-1592290963
3. Robert W Lucas, Customer Service Skills for Success, Career Education; 4 edition, 2008, ISBN-10: 0073545449, ISBN-13: 978-0073545448
4. Paul R. Timm, Customer Service: Career Success Through Customer Loyalty, 4th Edition, Prentice Hall; 2007, ISBN-10: 0132236583, ISBN-13: 978-0132236584
5. Elaine K. Harris, Customer Service: A Practical Approach, 4th Edition, Prentice Hall; 2006, ISBN-10: 0131989375, ISBN-13: 978-0131989375.

MB 13ER06	CONTROLLING PROCESSES	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

The purpose of learning this course on CONTROLLING PROCESSES is to make the Students to understand the Management Accounting, Organizational Structure for Controlling Process, organisation Business in Controlling Process and the scope of Reporting. Illustrate basic knowledge of Customizing settings for Controlling Process.

COURSE OBJECTIVES:

At the end of this course on CONTROLLING PROCESSES the learner will be able to:

- Use the main controlling (CO) functions
- Identify the components in CO that address different business requirements
- Explain how the CO components are integrated with each other
- Explain how CO is integrated with other SAP ERP components
- Understand SAP CO terminology
- Describe the different cost allocation methods and explain the differences between them
- Decide which CO tools to use in given business situations.

SYLLABUS :

Unit I Overview Of Controlling

14

Overview Of Controlling: Business Scenario, General Tasks of Controlling, Accounting Architecture, FI and CO: Standard versus Flexibility, Reporting Requirements, Controlling Architecture, Important Controlling Areas, Typical Controlling Area Tasks, The Components of Controlling, Overview of CO Components, Cost and Revenue Element Accounting, Overhead Cost Controlling (CO-OM) and Activity-Based Costing (ABC), Cost Center Accounting, Internal Orders, Activity-Based Costing: Model, Product Cost Controlling (CO-PC), Product Cost Controlling: Overview, Product Cost Planning, Cost Object Controlling, Material Ledger Concept, Actual Costing, Profitability and Sales Accounting, Aspects of Profitability and Sales Accounting, Typical Questions in Profitability Analysis, Profitability Analysis per Market Segment, Typical Questions in Profit Center Accounting, Profit Center Accounting, Profitability and Sales Accounting: Methods, Integration, Integration Within CO - Value Flows, Integration With Other Modules, Transfer Price Concept in ERP, Managing a Global Enterprise, Different Views of a Corporate Group, Multiple Valuation Views

Unit II Representing Your Business in CO

13

Portraying Your Business in CO: Enterprise Scenario, Organizational Units and Structures, Organizational Units, Multiple Assignment, Basic Data and Structures, Accounts and Cost Elements, Cost Elements and Revenue Elements, Master Data in Overhead Cost Controlling, Cost Center, Activity Type, Statistical Key Figures, Internal Order, Business Process, Master Data Groups, Master Data in Product Cost Controlling, Master Data in CO-PC, Product Cost by Order, Product Cost by Period, Product Cost by Sales Order, Master Data in Profitability and Sales Accounting, Types of Profitability Analysis, Basic Concepts of CO-PA, Profit Center, Profit Center Assignments

Reporting Tools: Reporting Tools: Business Scenario, Reporting Tools of CO, Report Selection, Report Painter/Report Writer, Options in Report Writer Reports, Drilldown Reporting, Options for Drilldown Reporting, Interactive Information System, ABAP List Viewer

Unit III Planning and Planning Integration

16

Planning and Plan Integration: Enterprise Scenario, Introduction to Planning, Planning: Goals, Versions, Copy Plan and Actual Data, Planning Layouts, Organization of the Planning Views, Planning with Different Cost, Accounting Methods, Cost Accounting Methods, Planning in Cost Center Accounting, Planning Statistical Key Figures, Primary Cost Planning, Cost Allocation Methods for Planning, Pure Cost Allocations, Activity Type Planning, Planning Primary Costs that are Activity-Dependent, Planning Secondary Costs, Cost Allocations, Using Activity Types, Example of Price Calculation, Examples of Typical Planning Steps for Cost Centers, Assigning Planning Methods to Controlling Methods, Integrated Planning Cycle, Integrated Corporate Planning, Planning Integration - Sales Planning, CO- PA: Planning, CO-PA: Top-Down Distribution, Integrated Planning - Planning in PP, Planning Integration – Transferring Activity Requirements to Cost Center Accounting, Integrated Planning: Cost Center Planning, Transferring Planned Values for Cost Centers, Planning Internal Orders, Planning Integration - Product Cost Planning, Product Cost Planning: Overview, Overhead Rate, Cost Rollup in Product Cost Planning, Price Update, Planning Integration - Update Sales Plan/CO-PA, Transferring the Costing Results to CO-PA, Integration of Services in Planning, Integrated Planning in Profit Center Accounting, Planning Process Costs, Comparison of The Push and Pull Approaches , Integrated Activity Based Costing, Cost Allocation with Template

Unit IV Posting to CO from Other Modules

16

Posting to CO from Other Modules: Enterprise Scenario, Posting to CO from Other Modules, Posting Logic, True and Statistical Objects in CO, Posting from FI to a Cost Center, Posting from HR to a Cost Center, Posting from MM to a Cost Center, Posting MM Purchase Orders to a Cost Center, Commitments, Statistical and Real Postings, Posting to a Statistical Order, Posting to a Real Order, Posting to a

Profitability Segment **Transaction-Based Postings In CO** : Transaction-Based Postings In CO, Transactions related to Overhead Cost Controlling, Reposting Line Items, Direct Activity Allocation, Time Sheet, Budget Management, Availability Check, Easy Cost Planning and Execution Services, Templates for Easy Cost Planning, Transactions Relevant to Cost Object Controlling, Product Cost Controlling, Cost Accounting at Order Level, Cost Controlling at the Product Level, Typical Activities in Cost Object Accounting, Process Chain: Order-Related Manufacturing, Delivery to Stock, Relevant Transactions for Profitability and Sales Accounting, Selling Goods and Services, Steps in Sales Order Processing, Transferring Sales Order Receipts to CO-PA, Delivery and Billing, Selling Goods and Services - without Sales Order Controlling, Selling Goods and Services - with Sales Order Controlling, Transfer Prices, Transfer Prices in Profit Center Accounting, Example for Transfer Prices

Unit V Period-End Postings in CO

16

Period-End Postings in CO: Business Scenario, Overhead Cost Controlling, Postings of Statistical Key Figures, Transferring Statistical Key Figures from the LIS, Periodic Activities in Overhead Cost Controlling, Periodic Cost Allocation – Methods, Accrual Costs, Accrual Calculation: Percentage Method, Periodic Reposting, Distribution, Assessment, Overhead Rates, Order Settlement, Methods for Periodic Quantity Allocation, Indirect Activity Allocation, Enter Actual Activities for Sender, Actual Activities for Sender not Entered, Example of Period-End Closing in CO-OM, Variance Calculation on Cost Centers, Revalue using actual prices, Cost Object Controlling (Product Cost by Order), Process Chain: Order-Related Manufacturing, Typical Steps in Period-End Closing in CO-PC, Template Allocation, Calculating WIP at Actual Cost, WIP Settlement, Variance Calculation, Variance Settlement, Method Comparison, Period-End Postings: Actual Costing/Material Ledger, Actual Costing:

Preliminary Valuation, Determining the Periodic Unit Price, Single-level Material Price Determination, Multilevel Material Price Determination, Period-End Postings in Profitability Analysis, Overview of the Data Flow in Profitability Analysis, Assigning Overhead Costs: Overview, Assessment of Cost Center and Process Costs, Order Settlement to ProfitabilityAnalysis, Overview of the Data Flow to Profit Center Accounting, Balance Sheet Items in EC-PCA, Distribution/ Assessment, Period-End Postings: Schedule Manager, Schedule Manager: Advantages, Schedule Manager: Scheduling, Schedule Manager: Task List - Flow Definition, Schedule Manager: Monitor, Reconciliation Ledger, Reconciliation Reports

PRACTICALS: Representing Your Business in CO,Reporting Tools, Planning and Planning Integration, Posting to CO from Other Modules , Transaction-Based Postings In CO, Period-End Postings in CO.

Total

75

REFERENCES

1. Quentin Hurst, David Nowak, Configuring SAP R/3 FI/CO: The Essential Resource for Configuring the Financial and Controlling Modules, Sybex; 1st edition, 2000, ISBN-10: 0782125972, ISBN-13: 978-0782125979
2. Marco Sisfontes-Monge, Controlling-Profitability Analysis (CO-PA) with SAP, SAP Press; 1st edition, 2008, ISBN-10: 1592291376, ISBN-13: 978-1592291373
3. Asap World Consultancy, Jonathan Blain, Administering Sap R/3: The Financial Accounting and Co-Controlling Modules, Que; 1st ed edition, 1998, ISBN-10: 0789715481, ISBN-13: 978-0789715487
4. Charles T. Horngren, Srikant M. Datar, George Foster, Cost Accounting: A Managerial Emphasis, Prentice Hall; 12th edition, 2007, ISBN-10: 0131495380, ISBN-13: 978-0131495388
5. Edward J. Vanderbeck, Principles of Cost Accounting, South-Western College Pub; 14 edition, 2007, ISBN-10: 0324374178, ISBN-13: 978-0324374179
6. Michael R. Kinney, Jenice Prather-Kinsey, Cecily A. Raiborn, Cost Accounting: Foundations and Evolutions, South-Western College Pub; 6 edition, 2005, ISBN-10: 0324235011, ISBN-13: 978-0324235012.
7. Charles T. Horngren, George Foster, Srikant M. Datar, Madhav Rajan, Chris Ittner, Cost Accounting, Prentice Hall; 13 edition, 2008, ISBN-10: 0136126634, ISBN-13: 978-0136126638.

HOSPITALITY MANAGEMENT

		L	T	P	C
MB 13HM01	Hospitality Management	2	2	0	3
MB 13HM02	Event Management	2	2	0	3
MB 13HM03	Advanced Kitchen and Service Management	2	2	0	3
MB 13HM04	Hospitality Facility Planning	2	2	0	3
MB 13HM05	International Tourism Management	2	2	0	3
MB 13HM06	Revenue and Pricing Management For Hospitality Industry	2	2	0	3

MB 13HM01	HOSPITALITY MANAGEMENT	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

End of this course, students are able to get a basic idea about hospitality management with respect to different functional domains

COURSE OBJECTIVES:

- To create awareness on global tourism and hospitality industry
- To provide strategic knowledge on hospitality management
- To give exposure to hotel operations
- To build the capability of handling various functional areas of the hospitality industry

SYLLABUS:

Unit I: The World of Hospitality

10

Introduction to Tourism and Hospitality Industry; Characteristics and Nature of Hospitality Industry; Size and Scope of Lodging Industry; Economic and Other impacts of tourism; Evolution and growth of Hotel Industry

Unit II: Hotel Organization

10

Vision, Mission and Objective; Hotel Development and Ownership; Classification of Hotels; Hotel Departments –Structure and Functions

Unit III: Rooms Division Department

10

Front office management; Advanced Accommodation Operations; Delivering Quality guest service; Guest History Maintenance; Service Recovery Model; Computer Application in Hotel Industry; Hotel safety and security; Trends in Hospitality Industry

Unit IV: Hospitality Marketing

10

Challenges faced by hospitality sales and Marketing; Basic concepts of Marketing; Market segmentation and Positioning; Marketing Mix Decisions; Competition and Marketing; E marketing; Trends in Hospitality Marketing

Unit V: Human Resource Management

10

Human resource planning; Human Resource Development; Recruitment Process; HR Challenges in Hospitality Industry; Employee Motivation and Retention

REFERENCES

1. S.K .Bhatnagar -Front Office Management, Frank Bro's and Co, 2009
2. Bake, Huyton and Bradley - Principles of Hotel Front Office Operation- Cengage\Delmar Learning India,2008
3. Front Office Procedure-Michael, L kasavanaand Richard M Books Educational Institute of the American Hotel and Motel Association, 1998 ,
5. Philip Kotler -Marketing for Hospitality Industry , Tata Mcgraw Hill, 2009.
6. John.R Walker - Introduction to Hospitality Management, Prentice Hall; 6 edition 2012

MB 13HM02	EVENT MANAGEMENT	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

End of this course, students can get the confidence of undertaking the event as their own with systematic planning and execution in a successful manner

COURSE OBJECTIVES:

- To give exposure on event management
- To make the student to do the systematic planning of events
- To provide special knowledge on tourism event
- To develop the marketing skills with respect to events
- To build the leadership capability through the concept of MICE

SYLLABUS:

Unit I Introduction to Event Management 10

Role of Events for the promotion of Tourism; Types of Events; Concepts and Design; Event Management Team; Factors affecting Event Management

Unit II Planning an Event 10

Budget; Planning, staging and Staffing; Operation and Logistics; Safety and Security; Monitoring, Controlling and Evaluating an Event

Unit III Tourism Destination and Event Planning

10

Issues of tourism management, planning, image, perception and development of destination as a brand

Unit IV Event Marketing 10

Event Planning; Event Marketing – Issues and evaluation of events through case studies; Sample Event profile

Unit V MICE – A Grouping segment 10

Concept of MICE; Types of Meeting; Role of Travel agency in the Management of Conference; Key players in the industry; Role and Function of ICCA and ICIB; Trends in convention, Meeting and Expositions

REFERENCES

1. Coleman, Lee and Frankle (110101), Powerhouse Conferences. Educational Institute of AH and MA, 2012

2. Hoyle, Dorf and Jones (110105), Meaning conventions and Group business Educational Institute of AH and MA
3. Judy Allen, Event Planning: The ultimate guide to successful meetings of corporate events, fundraising galas, conferences conventions and other special events, Willey Publishers, 2009.
4. Ray Mathis, It is just an event, Willey Publishers, 2012.
5. Elsener Butterworth, Events Management, Heinmann Publications, 2012.

MB 13HM03	ADVANCED KITCHEN AND SERVICE MANAGEMENT	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

End of this course, students are able to build skills towards effective management of advanced kitchen and services

COURSE OBJECTIVES:

To develop the students to manage advanced kitchen with safety and efficient manner

To practice menu planning and control

To build service skills towards food service and its operational aspects

SYLLABUS:

Unit I Introduction to Kitchen Management 10

Kitchen Management; Fuels and energy used in food operations; Kitchen Supervision; HACCP; Yield

Unit II Menu Planning 10

Development and Structure; Types of Menu; Structure of Menu; Menu engineering; Examples of special Menu

Unit III Food and Beverage control 10

Sales analysis; Food control cycle; Volume forecasting; Beverage control - Methods and techniques

Unit IV Introduction to Food Service Industry 10

Food service operation in Hotel; Types of Services; Licensed Trade Catering; Food Service Equipments; Fast Food Management; Managed Services

Unit V Operational Aspects of Food Service 10

Staffing; Budgeting; Planning food service for various events (case study); Sales promotions; Laws relating to hotel and Food and Beverage Business; International hotel regulations; Latest trends in food service operations.

REFERENCES

1. Richard Kotas and Chandana Jayawardeni, Food and Beverage Management , Hodder and Stoughton Educational, 1994
2. Jagmohan Negi Hotel and Tourism Law, Frank Bros andCo, Publisher Ltd,2010
3. Peterjones , Food and Service Operations , Cengage Learning EMEA, 1994
4. Robert T Gordon, Mark H. Brezinski , Complete Restaurant Management Guide,1998

MB 13HM04	HOSPITALITY FACILITY PLANNING	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

End of this course, students can build the capability of effective planning of hospitality facilities as their own

COURSE OBJECTIVES:

To create exposure on basic facilities in hospitality industry

To build the capability of effective planning and designing of various facilities in hospitality industry

To develop the systems and control for efficient management of hospitality facilities

SYLLABUS:

Unit I Introduction to Hospitality Facility Management 10

The role and cost of hospitality facilities; The impact of facility design; Types of maintenance; Maintenance management system

Unit II Facility Systems 10

Water and Waste water system; Electrical System; Laundry system; Food service equipments; HVAC systems

Unit III Lodging Planning and Design 10

Planning and designing - Guest rooms and Suites; The Lobby; FandB Outlets; Other Functional Areas

Unit IV Food Service Planning and design 10

Planning and designing - Concept and Development; Project planning Team, Theme, Design of Functional area; Evaluation of food services

Unit V Energy Management 10

Water conservation; Electrical Conservation; Green Trend (LEED Certification) - Case study; Latest trends in Hospitality systems

REFERENCES

1. Stipanuk Roffmann , Hospitality facilities Educational Institute, American Hotel and Lodging Association, 2002
2. Jag Mohan Nagi , Hotel and Tourism Law, Frank Bros and Co, Publisher Ltd, 2010
3. David M Stipanuk and Harold Roffmann , Hospitality Facility Management Educational Institute of the American Hotel and Motel Association, 1996.

MB 13HM05	INTERNATIONAL TOURISM MANAGEMENT	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

End of this course, student can get confidence of handling international tourism management division in hospitality based corporate

COURSE OBJECTIVES:

- To provide basic knowledge and environmental exposure towards international tourism
- To build the capability of utilizing globalization in tourism industry
- To create awareness on eco tourism and follow the same in international tourism

SYLLABUS:

- Unit I Introduction to Tourism** **10**
 Scope of Tourism Development; Composite of Tourism Industry; Characteristics of Tourism; Trends in Tourism and Hospitality
- Unit II Tourism Environment** **10**
 Types and Forms of Tourism - Factors affecting Global and regional tourist movement –Demand and origin factors, Resource and Destination factors; Contemporary trends in international tourist movement; Impacts of Tourism – economic, environmental, and socio-cultural
- Unit III Tourism and Globalization** **10**
 Tourism Industry – challenges; Barrier to Travel; Hotels operating in a multinational environment, International rules and regulations, Political risk and crisis management; National and International organizations – WTO, IMF, IHA
- Unit IV Tourism for prosperity and peace** **10**
 Vision 2020; Linking culture; Transportation and technology development and Tourism; Market research, developing an International marketing strategy

Unit V Eco Tourism**10**

Introduction to ECO, sustainable and green tourism; Principles of Eco-Tourism, Types of ecotourism, Global growth and magnitude of ecotourism, Ecotourism Venues, The business of ecotourism, Developing indicators for destination sustainability

REFERENCES

1. A.K. Bhatia -International Tourism Management, Sterling Publishers Pvt. Ltd , New Delhi , 2008
2. Chris Cooper and C. Michael Hall - Contemporary tourism: an international approach, Elsevier Publisher, 2008
3. Francois Vellas and Lionel Becherel- A strategic approach -The International
4. Marketing of Travel and Tourism, Macmillan Press, London, 1999
5. David B. Weaver - The Encyclopedia of Ecotourism, Published by CABI,2001

MB 13HM06	REVENUE AND PRICING MANAGEMENT FOR HOSPITALITY INDUSTRY	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

End of this course, students can get an idea on financial aspects in hospitality industry so as to they could build strategies for maximizing revenue and profit of the organization

COURSE OBJECTIVES:

To build fundamental knowledge on revenue management

To develop the skill to formulate various pricing strategies with different financial tools

To create application based ideas on revenue management in hospitality industry

SYLLABUS:**Unit I Introduction to Revenue Management****10**

Historical prospective; Concept and Importance; Benefits of Revenue management

Unit II Fundamentals of Revenue Management**10**

Customer Knowledge and Consumer behavior; Market segmentation and selection; Internal assessment and completion analysis; Economic Principles and demand forecasting; Reservation and channels of Distribution; Dynamic Value based pricing; Channel and Inventory management

Unit III Pricing Strategies**10**

Various pricing strategies used by hotels; Channel Pricing strategies; Non Room revenue sources and its importance; The Revenue management Team; Revenue management Meetings

Unit IV Strategic Revenue management and REV MAP**10**

Strategic IDEA and REV MAP; Tools, Resources and Tactics for successful revenue management; Legal and ethical Issues

Unit V Revenue management in Hospitality Industry**10**

Application of Revenue management in Hospitality Industry; Total Revenue Management; Revenue Management Software

REFERENCES

1. Kimberley a Tranter -An Introduction to Revenue Management for Hospitality Industry for Hospitality Industry- 2013
2. Robert H woods – Jack D.Ninemeior – David K.,Mychale A. Austin, Professional Front Office management, Pearson Education, 2008
3. Michael L kasavana , Brooks, Richard M, Managing Front Office operations Educational Institute of Amer Hotel 1998
4. Jatashankar R Tewari - Hotel' Front Office operations and management – Oxford Higher Education, OUP India 2009

HOSPITAL AND HEALTH CARE

		L	T	P	C
MB 13HH01	Epidemiology And Bio-Statistics	2	2	0	3
MB 13HH02	Organization of Clinical Services And Healthcare Delivery System	2	2	0	3
MB 13HH03	Marketing Management of Hospital And Healthcare Services	2	2	0	3
MB 13HH04	Health Policy, Insurance and Tourism	2	2	0	3
MB 13HH05	Legal and Ethical Issues In Healthcare	2	2	0	3
MB 13HH06	Operations Management In Healthcare	2	2	0	3

MB 13HH01	EPIDEMIOLOGY AND BIOSTATISTICS	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

This course is offered for fulfilling the purpose of doing research in the field of hospital and healthcare with the utilization biostatistics tools and taking the decisions based on research findings.

COURSE OBJECTIVE:

- At the end of this course students can able to
- Do research by using suitable epidemiological study designs and provide appropriate decisions
- Get aware of biostatistics tools and using the same for data analysis of epidemiology based studies
- Get confidence for taking decisions with research support

SYLLABUS:

Unit I DEMOGRAPHY

6

Demographic cycle, World population trend Demographic trends in India Growth rate, Age pyramid, Sex ratio, Population density, Family size, Urbanization, Literacy and Life expectancy Population policy and national demographic goals

Unit II EPIDEMIOLOGY OF DISEASE AND COMMUNITY HEALTH

10

Concept of disease; Epidemiological Triad; Concepts of Control and Prevention; Community Health Vs Medicine; Epidemiology of Communicable disease – Terms and Definitions; Chain of disease transmission, Disinfection and Disinfectations, Classification of communicable disease and Control measures; Non-Communicable diseases and its Epidemiology - Standard methods of study, Web of causation, Verbal Autopsy

Unit III EPIDEMIOLOGY STUDY DESIGNS**14**

Epidemiology Study Designs – Need and Applications; Types of Epidemiologic Study Designs - Observational Studies - Descriptive Study - Case series and Case reports Study (Clinical), Cross Sectional Study (Epidemiological), Longitudinal study; Analytical Study - Cohort Study, Case Control Study and Ecological Study; Experimental Studies Study - Randomized controlled Trials (RCT); Outbreak Investigation; Sources of Error in Epidemiologic Studies

Unit IV BIOSTATISTICS MEASURES AND TOOLS**14**

Basic biostatistics tools – Summary numbers, Normal distribution, Hypothesis testing, p value, t tests, Chi square tests, correlation and regression, survival analysis and meta analysis; Absolute measures; Measures of Occurrence - Incidence and Prevalence; Measures of Association - Risk Ratio, Odds ratio and Rate ratio; Other Measures - Virulence and Infectivity, Mortality rate and Morbidity, Case fatality, Sensitivity and Specificity tests; Uses of Epidemiology

Unit V NATIONAL AND INTERNATIONAL HEALTH**6**

National Health Programs in India; International Health: WHO and other United Nations Agencies; Epidemiological Challenges in Healthcare Industry

REFERENCES

1. Kenneth J. Rothman, Epidemiology: An introduction, Oxford university press Inc., 2nd Edition, 2012
2. R Bonita, R Beaglehole and T Kjellström, Basic Epidemiology, 2nd Edition, WHO Publication, 2006
3. Penny webb and chris bain, Essential Epidemiology: An introduction for students and health professionals, Cambridge university press Inc., First edition, 2011
4. B. Burt Gertman, Basic biostatistics: Statistics for public health practice, Jones and Bartlett publishers, 2008
5. Daniel, Wayne W., Biostatistics: A Foundation for Analysis in the Health Sciences, Wiley, John and Sons, Inc., 9th edition, 2008
6. <http://www.who.int/en>

MB 13HH02	ORGANISATION OF CLINICAL SERVICES AND HEALTHCARE DELIVERY SYSTEM	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

The basic purpose of offering this course is to get exposure on management of various clinical services through proper planning, organizing, documents and records and deliver the service in systematic, error free and convenience manner

COURSE OBJECTIVE:

At the end of this course students can able to

Get aware of various services provided by hospital and healthcare organizations

Do proper planning and organization of various healthcare services

Maintain documents and records and trace the required information at any point of time

Build appropriate systems for healthcare service delivery

SYLLABUS:

Unit I PLANNING AND LAYOUT DESIGNS

10

Guiding Principles in Planning Hospital Facilities and Services; Steps in Hospital Planning; Objectives, Functions, Location, Design and Layout planning for Admission and Discharge, Customer care services, Outpatient services, Inpatient services, Emergency and causality services, Operation theaters and other support services

Unit II FRONT OFFICE, DIAGNOSTIC AND OTHER SUPPORTIVE SERVICES 10

Front office services, Information and Communication, Treatment services, Emergency services, Surgery services, Radiology Services - Laboratory Services; CSSD - Objectives and Functions-Advantages of Centralized System- Distribution System- Duties of CSSD In-charge- Linen and Laundry- Automation- Housekeeping and hygiene services- Security Services; Service Contracts and Disposition; Types of Care, Pyramidal Structure of Health Services, Types of Hospitals and Role of Hospital in Healthcare, Complexity of Hospital Organization

Unit III MEDICAL DOCUMENTS AND RECORDS

10

Medical Records-Objectives and Functions-Characteristics- Medical Records Committee-Types of Forms; Retention Policy; Records and Statistics-Technology Advancements: EMR, Microfilming and Smart Cards; Hospital Beds, Bed Compliment, Bed Days, Average Length of Stay (LOS), Bed Occupancy Rate, Daily Ward Census, Bed Turnover Rate, Gross / Net / Postoperative Death Rate

Unit IV SALES OUTLETS

10

Pharmacy- Therapeutic Committee-Hospital Formulary Dietary Services-Equipment and Physical Facilities- Purchases, Stores and Issues- Pricing and Control Measures- Food outlet services, Basic utilities outlets (Cloths, Containers, FMCG items, etc)

Unit V HOSPITAL MANAGEMENT AND DELIVERY SYSTEM

10

Hospital management: levels and roles-Governing Board, Executive Board and Advisory Board, CEO, Medical Administration, Nursing Administration and

Hospital Administration- Middle Level Mangers in Hospital and their Responsibilities- Structuring Hospital Organization- Disaster Management system

REFERENCES

1. C.M. Francis and et al., Hospital Administration, Jaypee Brothers Medical Publishers Pvt. Ltd., New Delhi, 2012
2. G.D. Kunders, Hospitals: Planning, Design and Management, Prism Books Pvt. Ltd., Bangalore, 2011
3. Syed Amin Tabish, Hospital and Health Services Administration Principles and Practice Oxford University Press, New Delhi, 2011
4. B.M. Sakharkar, Principles of Hospital Administration and Planning, Jaypee Brothers Medical Publishers Pvt. Ltd., New Delhi, 2008.
5. S. Srinivasan (ed.), Management Process in Health Care (Voluntary Health Association of India, New Delhi), 2010

MB 13HH03	MARKETING MANAGEMENT OF HOSPITAL AND HEALTHCARE SERVICES	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

Hospital and healthcare organizations are mostly concentrating for providing their core services. Marketing management plays vital role in all types of organizations for customer satisfaction in current decade. Healthcare organizations are not much concentrating towards marketing activities. Patient satisfaction is final output of any hospital or healthcare organizations. This course is offered with the purpose of fulfilling the above mentioned gap.

COURSE OBJECTIVE:

- At the end of this course students can able to
 - Understand marketing significance and applications in healthcare industry
 - Take decisions based on various alternatives in marketing mix
 - Maintain cordial public relationship with society in order to build confidence among customers and patients
 - Find out market problems and dilemmas and providing appropriate solutions and decisions through market research and analysis

SYLLABUS:

Unit I APPLICATION OF MARKETING IN HEALTHCARE 10

Health care Revolution, Dimensions of Health, Indicators of Health, Types of Healthcare Organizations; Concept of Marketing-Importance of Marketing to Healthcare Organizations - Challenges in Practicing Marketing in Healthcare Industry

- Marketing Intelligence, Information and Research System- Marketing Organization: Chart, Fulltime Staff and Hiring Consultants

Unit II MARKETING MIX DECISIONS

10

Product (Service) Decisions- Nature and Characteristics of Services- Marketing Approaches to New Services Development- Service Mix Decision - Service Item Decision - Service Life Cycle Decision - Demand Generation - Pricing Decisions - Pricing Objectives in Healthcare-Pricing Strategy - Present and Future Situation - Place Decisions - Major Distribution Decisions - Strengthening Referral Systems- Promotion Decisions - Sales Force in Healthcare Organizations - Advertising in Healthcare Industry - Sales Promotion Practices in Healthcare Organizations- Publicity Practices - Marketing Strategies - Service Portfolio Strategy - Market Expansion Strategy - Target Market Strategy - Price Quality Strategy- Competitive Positioning Strategy - Marketing Mix Strategy

Unit III SOCIAL MARKETING

10

Steps in Social Marketing- Cognitive, Action, Behavior and Value Changes, Media in social Marketing, Social media sources; Social Events and Printed sources; Online sources; Role of social marketing in healthcare

Unit IV PUBLIC RELATIONS

10

Introduction to Public Relations, Meaning of Public Relations, Classification of Public from Healthcare Marketing Perspective, Evolution of Public Relations, Identifying the Relevant Publics- Measuring Images and Attitude of the Relevant Public- Establishing Image and Attitude Goals for the Key Publics- Developing Cost Effective Public Relations Strategies- Implementing Actions and Evaluating Results; Health Service Public Relations Officer - Profile of Public Relations Officer - Changing Role and Responsibilities of Health Service PRO.

Unit V COMMUNITY OPINION SURVEYS AND MARKET RESEARCH

10

Market research – Meaning, Scope and Significance; Types of Market research; Research design; Methodology of the Study; Population and sample; Data collection tools - Model Questionnaire used in Healthcare Services; Public Relations Tools and Materials: Written and Audiovisual; Media: News, Events, Speeches and Telephone Information Services; Data analysis; Research report preparation and presentation; Decision making based on market research.

REFERENCES

1. Philip Kotler and Roberta N. Clarke, Marketing for Healthcare Organizations, Prentice Hall Publication, 2009
2. Roger Silver, Health Service Public Relations, Radcliffe Medical Press Ltd., 2010

3. John F. O'Malley, Healthcare Marketing Sales and Services: An Executive Companion, Health Administration Press,2011
4. G.D. Kunder, How to Market Your Hospital Without Selling Your Philosophy, Prism Books Pvt. Ltd., 2000
5. Philip Kotler, Joel Shalowitz, MD, MBA, Robert J. Stevens, Strategic Marketing For Health Care Organizations: Building A Customer-Driven Health System, John Wiley and Sons Inc., Jossey – Bass Publication, 2008

MB 13HH04	HEALTH POLICY, INSURANCE AND TOURISM	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

Health insurance is one of the significant requirements for every individual and India is having very high potential for the same. Moreover India is becoming hub of medical tourism. Since the great opportunities in both health insurance and health tourism, this course is offered with the purpose of utilizing those opportunities.

COURSE OBJECTIVE:

At the end of this course students can able to

Get aware of health insurance policies and their benefits, legal and ethical issues involved with them

Understand the risks involved in insurance policies and individual health and provide both preventive and corrective solutions for the same

Utilize the opportunities in health tourism sector

SYLLABUS:

Unit I BASIC CONCEPTS OF HEALTH INSURANCE

10

Concept of Health Insurance-Types, origin, evolution and importance: Private Health Insurance for profit- Private Health Insurance not-for-profit: Community Health Insurance (CHI), Employer-Based Insurance, Health Micro Insurance (MHI) and Reinsurance- Public Health Insurance: National Health Insurance, Social Health Insurance

Unit II MODELS AND ECONOMICS OF HEALTH INSURANCE

10

Fundamental differences among various Health Insurance Schemes- Various models of CHI and MHI tested / implemented in developing countries- Health Insurance in Indian Context- Social security: A fundamental concept- Risk and Insurance-Demand and Supply for Health Insurance - Economics of Scale- Welfare Loss from Health Insurance

Unit III RISK MANAGEMENT

10

Actuarially Fair Premium, Expected Loss, Load Factors- Risks: Moral hazard, adverse selection, cost escalation, fraud and abuse, cream skinning- Risk Management Tools, Moral Hazard: Copayment / coinsurance, deductibles, indemnity payment, mandatory referral system- Adverse Selection: Collective membership, group policies - Cost Escalation: Treatment protocol, fixed fee per illness- Fraud and Abuse (free rider): Insurance covered with photograph

Unit IV FINANCIAL ASPECTS OF HEALTH INSURANCE

10

Designing Benefit Package: Introduction- Issues to be considered: Financial resources, existing infrastructure and quality care, priority, utilization, pattern of disease and injury, level of health services, estimating maximum demand, Costing the Benefit Package: Cost of pharmaceuticals, consultations, diagnostic support services, hospitalization, additional services and operating costs, Premium Setting: Calculation and determining premium

Unit V HEALTH TOURISM

10

Health tourism – Description, scope, opportunities and growth; Medical tourism process; Challenges, risks, legal and ethical issues in health tourism; National and international destinations; Government support and schemes; Eco health tourism – Awareness and growth

REFERENCES

1. Michelle A. Green, Jo Ann C. Rowell, Understanding Health Insurance: A Guide to Billing and Reimbursement, Delmar Cengage learning, 2013
2. Peter R. Kongstvedt, Essentials of Managed Healthcare, 6th Edition, Jones and Bartlett learning publication 2013
3. Marilyn T. Fordney, Linda L. French, Medical Insurance Billing and Coding: An Essentials Worktext, Elsevier Science Health Science Division publication, 2002
4. Michael A. Morrissey, Health Insurance, Health Administration Press, 2008
5. Mark V. Pauly, Bradley Herring, Pooling Health Insurance Risks, American Enterprise Institute (AEI) Press, 1999
6. www.irda.com

MB 13HH05	LEGAL AND ETHICAL ISSUES IN HEALTHCARE	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

Legal and ethical issues in service industry are very essential elements. This course is offered with the purpose of applying various legal laws, acts and ethical issues in healthcare industry.

COURSE OBJECTIVE:

- At the end of this course students can able to
 - Know the various laws and acts which related to hospital and healthcare activities
 - To build ethical safety systems through medical waste management systems
 - Maintain the proper tax systems

SYLLABUS:

Unit I MEDICAL LAWS AND TAX SYSTEMS 10

Medical Council of India- Medical Licensure Law- Doctors Patient Relationship Medical Malpractice- Quality and Standard of Medical Care- Negligence- Medical Consent- Emergency Care - Exemption of Income Tax for Donations- Tax Obligations: Filing Returns and Deductions at Source

Unit II MEDICAL ACTS 10

The Medical Termination of Pregnancy Act-The Prenatal Diagnostic Techniques Act- Dying Declaration- Medical Jurisprudence- The Human Organ Transplantation Act Toxicology; the Consumer Protection Act- Patients Rights and Responsibilities

Unit III MEDICAL LEGAL AND SAFETY SYSTEMS 10

Medico Legal Commitments- Mental Illness Tuberculosis- Drugs Addicts and Alcoholics- Legal Issue in Death Cases- Legal Testimony in Medico-legal cases- Narcotic Laws- The Drugs and Cosmetic Act Drug Control Policy- Clinical Investigation- Blood Transfusion - Medical Ethics - Hospital Administration- The Biomedical Waste (Management and Handling) Rules- Radiation Safety System- Law of Insurance- Export Import Policy

Unit IV NUTRITIONAL HEALTHCARE 10

Significance of nutrition in healthcare – Standard food – Elements of food – Dietary energy – Role of vitamins and minerals in healthcare – Food per-capita – Food security – Food scarcity – Food hazards, spoilage and adulteration – Nutritional disease and control methods

Unit V HEALTHCARE BASED FOOD HABITS**10**

Food intake levels – Fast food and snack food habits – Vegetarian and Non-vegetarian food habits – Alcohol and tobacco consumption habits – Raw food, Processed food and cooked food consumption habits – Building safe and energetic food habits

REFERENCES

1. Raj Kumar, Acts Applicable to Hospitals in India, The Christian Medical Association of India, New Delhi,2012
2. N.D. Kapoor, Elements of Mercantile Law, Sultan Chand and Sons, New Delhi,2012
3. Krishna Chaube, Consumer Protection and The Medical Profession with Legal Remedies, Jaypee Brothers, New Delhi,2008
4. R.C. Anand and Sidhartha Satpathy, Hospital Waste Management: A Holistic Approach, Jaypee Brothers, New Delhi,2009
5. Ellie Whitney, Linda Kelly DeBruyne, Kathryn Pinna and Sharon Rady Rolfes, Nutrition for Health and Health Care, Cengage Learning; 4th edition, 2010

MB 13HH06	OPERATIONS HEALTHCARE	MANAGEMENT	IN	L	T	P	C
				2	2	0	3

COURSE RATIONALE:

Hospital and healthcare organizations are maintaining lots of materials and equipments. They have paramount responsibility of delivering quality services. Moreover, they are conducting medical camps and campaigns activities frequently. This course is offering with purpose of management of all the above operations in hospital and healthcare organizations.

COURSE OBJECTIVE:

- At the end of this course students can able to
- Understand the purchase methods and procedure of hospital and healthcare equipments and materials.
- Build proper systems for stores and maintenance management
- Implement quality management systems and acquiring different certifications for hospital and healthcare organizations
- Get confidence to conduct various healthcare events

SYLLABUS:**Unit I HOSPITAL PURCHASE MANAGEMENT****10**

Objectives and Elements of Purchasing- Purchasing System- Purchase Cycle- Purchase contract; Purchase methods and Procedures; Planning and Selection of Equipment- Purchase, Inspection and Installation; Import of Equipment- Import procedure and document

Unit II HOSPITAL STORES MANAGEMENT 10

Planning Consideration of Stores- Inspection and Verification of Materials- Storage of Materials-Codification and Standardization-Value Analysis- Inventory Control- Lead Time, Safety Stock and Reorder Level- Economic Order Quantity (EOQ), Distribution of Materials- Condemnation and Disposal; Hospital Wastes Management

Unit III HOSPITAL MATERIALS AND MAINTENANCE MANAGEMENT 10

Functions of Materials Manager- Information Systems for Materials Management; Policy and Procedures-Equipments Types and Characteristics; Records, Responsibilities-Levels of Maintenance; Equipment Utilization and Operation- Equipment Repair and Maintenance- Equipment Audit

Unit IV QUALITY ASSURANCE IN HOSPITALS 10

Patient safety and satisfaction, Patient feedback system, Job Description of Quality Manager- Quality Steering Committee- Quality Council, Quality Audit; Quality Teams: Task Force, Quality Circle- ISO Certification; BS Mark, Accreditation: JCI, Quality Awards Scheme - MBNQA; NABH, Six sigma in hospitals; Obstacles to Practice Quality in Hospitals

Unit V HEALTH PROGRAM / EVENT MANAGEMENT 10

Healthcare programs, campaigns and camps; Program need analysis, Planning / Pre project phase (CPM and PERT Analysis), Execution phase – Manpower and quality service delivery requirements, Post project impact analysis

REFERENCES

1. Donna Deepröse, Project Management, Capstone Publishing, Oxford,2007
2. H. Kerzner, Project Management: A System Approach to Planning, Scheduling and Controlling, Wiley Eastern publication,2008
3. Shakti Gupta and Sunil Kant, Hospital Stores Management: An Integrated Approach Jaypee Publications, New Delhi, India,2010
4. WHO, Maintenance and Repair of Laboratory, Diagnostic, Imaging and Hospital Equipment,2006
5. Wilson CRM, Hospital Wide Quality Assurance, Saunders publication,2005
6. Hugh C. H. Kogh, Total Quality Management in Health Care, Longman Publication,2008
7. Roger Ellis and Dorothy Whittington, Quality Assurance in Health Care – A Hand Book, Edward Ainoid publication,1998

MEDIA AND COMMUNICATION

		L	T	P	C
MB 13MC01	Social Media	2	2	0	3
MB 13MC02	Media Law, Ethics and Governance	2	2	0	3
MB 13MC03	Media Management	2	2	0	3
MB 13MC04	Media Applications and Technology	2	2	0	3
MB 13MC05	Public relations and Corporate Communications	2	2	0	3
MB 13MC06	Mass Communication, Advertising and Sales promotion	2	2	0	3

MB 13MC01	SOCIAL MEDIA	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

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

COURSE OBJECTIVES:

After this course on Social Media the learner will be able to:

- Know the different tools of social media
- Understand how to use social media for business
- Advertising using social media as a platform
- Audit effectiveness through Social media metrics
- Strategize the communication offer in social media
- Develop Skills and Design effective SMM promotion presentations

SYLLABUS:

Unit I

10

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

Unit II**10**

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

Unit III**10**

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

Unit IV**10**

Other Location Based Services – Foursquare, Other , Pinterest- Mobile Social - Social Gaming- Virtual Currency- MeetUps- Wikis- Alternate Realities- Forums- Communities

Unit V**10**

Strategic Integration of Social Media into Marketing Plan- Final Social Media Marketing Promotion Presentations-Case Studies
Delivery mode: The course is taught through a combination of Lectures - Case Studies- Presentations, Industry visits, Field visits- Discussions and Debates - Assignments-Mini Projects-Experiential Learning through Internships.

REFERENCES

1. Beverly Macy and Teri Thompson, 'The Power of Real-Time Social Media Marketing', McGraw-Hill, 2010
2. Melissa S. Barker , Donald I. Barker , Nicholas F. Bormann, Krista E. Neher, ' Social Media Marketing: A Strategic Approach, 1st Edition, Paperback,2013
3. Neal Schaffer,
4. Maximizing LinkedIn for Sales and Social Media Marketing: An Unofficial, Practical Guide to Selling and Developing B2B Business on LinkedIn, Create Space, 2011
5. Chrish Treadaway and Mari Smith, Facebook Marketing: An Hour a Day-2nd ed., Sybex, 2012
6. Olivier Blanchard Social Media ROI: Managing and Measuring Social Media Efforts in Your Organization, Que Publishing, 2011
7. Erik Qualman, Socialnomics: How Social Media Transforms the Way We Live and Do Business,2nd ed. , Wiley 2012 .

MB 13MC02	MEDIA LAW, ETHICS AND GOVERNANCE	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

This course will introduce legal and ethical issues in the media. Learners will develop an understanding and appreciation of these issues and the ability to analyze the important legal and ethical issues involved with the mass media industry.

COURSE OBJECTIVES:

After this course on Media Law ,Ethics and Governance the learner will be able to:

Develop a basic understanding of the legal system.

Develop a working knowledge of the principles and concepts of ethical theory in order to develop an expertise in moral reasoning with regard to ethical problem solving in the media.

SYLLABUS:

Unit I

10

Introduction to media laws and ethics Media laws and the issues of ethics in constitutional societies; The relevance of laws and ethics to modern journalism; The difference/distinction between objective journalism and Yellow journalism; The roots of constitutions—a comparative perspective of India and the United States -Basic Structure of the Indian constitution.

Unit II

10

Media Laws and Privileges within the Constitution of India and other derived sources. What media laws mean in the United States- Media system and issues of national security- Trial by The Media and the Issue of Ethics—the codified rules of conduct including the right to privacy and the perennial conflict between authorities and media houses on the right to hold on to sources-Case studies of national security issues and the media.

Unit III

10

The fine line between holding on to sources and contempt of court and breach of privileges- Right to Information and how to use this RTI including the issue of framing questions- Media and National Security Laws including the undefined and yet to be fully regulated cyber space-Cyber space, terrorism, national security and the media.

Unit IV

10

Good governance: social reforms-economic reforms-political reforms- mass communication- Functions of media: watchdog function -informative function-persuasive function-educative function -entertainment function-Media and society: Theories-media determinism- agenda-setting model-play theory.

Unit V**10**

E-governance: e-choupals-computer literacy-surveys-national e-governance plan-promotion of e-governance; Case studies: government projects - government websites-Press Information Bureau-AIR and DD.

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

REFERENCES

1. Bakshi, P.M, 'The constitution of India', 2009.
2. Arun bhatia, 'Media and communication ethics', Akansha, 2005.
3. G. Noorani, 'Constitutional questions and citizen's rights', oxford university press 2006.
4. Venkat Iyer, 'Mass media laws and regulations in India', India research press 2000
5. P. P. Singh et al, 'Media ethics and laws', Anmol publications, 1998 .

MB 13MC03	MEDIA MANAGEMENT	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

This course on Media management focuses on the development and commercial operation of media products and services aimed at a consumer market. The programme is multidisciplinary, combining media technology and computer science with economics, management and business development.

COURSE OBJECTIVES:

After this course on Media Management the learner will be able to:

Acquire the knowledge and skills to manage and develop enterprises in the media industry or enterprises using media communication in their business activities.

SYLLABUS:**Unit I****10**

Principles of media management and their significance – media as an industry and profession - Ownership patterns of mass-media in India – sole proprietorship, partnership, private limited companies, public limited companies, trusts, co-operatives, religious institutions (societies) and franchisees (chains) - Hierarchy, functions and organizational structure of different departments - DAVP, INS, ABC and etc. Changing roles of editorial staff and other media persons.

Unit II**10**

Economics of print and electronic media – Foreign equity in Indian media (including print media) and Press Commissions on Indian newspaper management structure – Blue Ocean strategy business model.

Unit III**10**

An overview of newspaper organisations – Forms of ownership – Basic Principles of Management - Functions and responsibilities of Management – Accounts – Human Resource - Organisational structure – Registrar of Newspapers for India; Newspaper income and expenditure: Advertising – Types of Advertising – Advertising agencies - Circulation –Audit Bureau of Circulation – other incomes.

Unit IV**10**

Expenditure: newsprint, newsprint policy, machinery and human resources, other expenses, infrastructure and government. Editorial policy – National Readership Survey (NRS), Indian Reader Survey (IRS) - Space buying and selling, reach, cost per thousand (CPT) copies.

Unit V**10**

Newspaper as a product – Advertorials – Sponsorships – Freebies – Analysis advertising and circulation data. etc. Radio and FM ownership patterns - Television ownership patterns – management – functions – accounts – cost centres – income and expenses – licensing authorities.

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

REFERENCES

1. Vanita Kohli , 'The Indian Media Business',
 2. Gulab Kothari, 'Newspaper Management in India', Intercultural Open University, The Netherlands .
 3. Peter K Pringle / Michael F Starr / William E McCavitt, 'Electronic Media Management', Focal Press, Boston.
 4. George Sylvie, Jan Wicks, LeBlanc, C. Ann Hollifield, Stephen Lacy, Ardyth Sohn, and Broadrick, 'Media Management: A Casebook Approach', *Routledge Communication Series*, 2007.
 5. Joan Van Tassel, Lisa Poe-Howfield, 'Managing Electronic Media: Making, Marketing, and Moving Digital Content', Focal Press, 2010.
-

MB 13MC04	MEDIA APPLICATIONS AND TECHNOLOGY	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

This course explores basic concepts of new media as well as the role digital media (aka “new media”) technologies play in society. The course also examines key moments in computing and media history to gain a perspective on the nature of technological innovation and change.

COURSE OBJECTIVES:

After this course, the learner will be able to:

Explain basic concepts and theory in new (digital) media

Describe the historical context of computer-based communication

Explain how digital media technologies – current and future – may affect society.

SYLLABUS:

Unit I

10

Introduction to new media – History of old media applications - Definition of Blogs – Purposes of blogs – Creation of blogs – Contents; Introduction to photography – Black and white – Color – Full spectrum – Ultraviolet – Infra red – Digital photography – Modes of Production – Image forming techniques.

Unit II

10

Introduction to Pod casting – Definition and resources of pod casting - Audio pod casting – Video pod casting – Windows movie maker – I movie; Television and Radio – Introduction to public service and commercial television – Satellite television

Unit III

10

Internet Basics – Advantages and disadvantages of Internet – Working procedure – Authentication – Hacking – Wired and wireless protocols; Web page planning and design

Unit IV

10

Online advertisements, Email marketing, SMS marketing, Face book, twitter etc,

Unit V

10

Design technologies – Digital technologies, Computer graphics, 2D image building, Photoshop, Animations, Page designing in Print media, Content design in AV media.

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

REFERENCES

1. James Gordon Bennett,'Design Fundamentals for New Media' Paperback,2012.
2. Richard Gay, Alan Charlesworth and Rita Esen 'Online marketing-a customer led approach,oxford university press,2011
3. Michael Miller, 'The Ultimate web marketing Guide',Pearson,2012.
4. Charles Warner ,Joseph Buchman,'Media Selling: Broadcast, Cable, Print, and Interactive' [Paperback] ,2003.
5. David Meerman Scott,' The New Rules of Marketing and PR: How to Use Social Media, Online Video, Mobile Applications, Blogs, News Releases, and Viral Marketing to Reach Buyers Directly,Paperback,2013.
6. Jon Prosser, 'The Basix to Internet Success: Start your website/webpage/blog, maintain it and promote it without buying a single piece of equipment or software', Paperback,2010

MB 13MC05	PUBLIC RELATIONS AND CORPORATE COMMUNICATIONS	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

The Public Relations and Corporate Communications course prepares learners to thrive in a dynamic world by equipping with the skills needed to respond ethically and confidently to any communications challenge on a global perspective.

COURSE OBJECTIVES:

After this course on Public Relations and Corporate Communications the learner will be able to:

Think strategically, present creative ideas, gain a global perspective on communications and public relations, develop clear and concise writing skills, and become leaders in the digital world.

SYLLABUS

Unit I

10

Origins: growth of PR in India – PR in America - evolution of the concept - the concept in practice; Functions: publicity - advertising -press gentry - public affairs - issues management - lobbying -investor relations - development.

Unit II**10**

Media relations: working with the media - media for external public - organizational publications - guidelines for good media relations.

Unit III**10**

Introduction: communication system — corporate citizenship — core functions of a corporate -four media (advertising, sales promotion, direct mail, promotional literature); Corporate communication: definitions - management communication — marketing communication - organizational communication - tools - 3Es (education, experience, expertise)

Unit IV**10**

Functions: creating identity - building brand image - maintaining brand reputation - 3Cs (clarity, consistency, credibility) - re-branding - creating corporate stories; Communication process: testing corporate story -prioritising stakeholders identifying communication objectives - creating a brief -developing a creative concept -selecting the media - pre-testing - IMPACT model.

Unit V**10**

Promotional literature: literature strategy - types of promotional literature - good literary techniques - concept, text and layout-production and distribution. Delivery mode: The course is taught through a combination of Lectures - Case Studies- Presentations, Industry visits, Field visits- Discussions and Debates - Assignments-Mini Projects-Experiential Learning through Internships.

REFERENCES

1. Cees B.M. van Riel and Charles J. Fombrun,' Essentials of Corporate Communication ' New York: Routledge, 2007.
2. Joseph Fernandez, 'Corporate Communications ', Response Books New Delhi, 2004.
3. Cameron S. Foote ,'The Fourth Medium ' ,Dow-Jones Irwin, Illinois: 1986.
4. David E. Henderson, 'Making News in the Digital Era' ,Paperback,2009.
5. George Sylvie, Jan Wicks, LeBlanc, C. Ann Hollifield, Stephen Lacy, Ardyth Sohn, and Broadrick, 'Media Management: A Casebook Approach', Routledge *Communication Series*,2007.

MB 13MC06	MASS COMMUNICATION, ADVERTISING AND SALES PROMOTION	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

Communication through media rich electronic means is growing at a rapid pace . This course is designed to introduce learners, communications to media rich communications system and to survey their characteristics. Communications through electronic systems, particularly the web, are quite different in nature from traditional printed text systems. This course provides a basic understanding of the common threads of such systems and designing sales promotion campaigns .

COURSE OBJECTIVES:

After this course on Mass Communication, Advertising and Sales Promotion the learner will be able to:

Learn to communicate using multimedia including web sites, non-linear digital video and audio, e- mail, and other electronic systems.

Understand the various systems for categorizing communication systems.

Gain a basic familiarity and systems proficiency for print and screen

Understand the basic principles of media of all forms.

Gain knowledge in designing sales promotion campaigns

SYLLABUS:

Unit I

10

Basic concepts: communication- mass society - mass media - content - audience - social functions; Theories: six normative theories - play theory - cultivation theory - spiral of silence -semiotics - media ecology; Communication models: Harold Lasswell - Shannon and Weaquer -George Gerbner -Jakobson- David K. Berlo -other models

Unit II

10

Mass media: Press - cinema - radio -television - advertising - public relations; Critiques: media ethics - media aesthetics - feminism - psychoanalysis - sociological interpretation -content analysis

Unit III

10

Concept and definition of advertisement – Social, Economic and Legal Implications of advertisements – setting advertisement objectives – Ad Agencies – Selection and remuneration – Advertisement campaigns – case studies

Unit IV**10**

Media plan – Type and choice criteria – Reach and frequency of advertisements – Cost of advertisements - related to sales – Media strategy and scheduling; Message development – Different types of advertisements – Layout – Design appeal – Copy structure – Advertisement production – Print – Radio TV and Web advertisements – Media Research – Testing validity and Reliability of ads – Measuring impact of advertisements – case studies.

Unit V**10**

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

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

REFERENCES

1. Stanley J. Baran, 'Introduction to Mass communication-Media Literacy and Culture,TataMcGraw-Hill,2010.
2. Joseph R.Dominick,'The dynamics of Mass Communication', TataMcGraw-Hill,2010.
3. Arthur Asa Berger,'Essentials of Mass Communication Theory'. Sage Publications, 1995.
4. Keval J. Kumar,'Mass Communication In India', Jaico Publishing, 2000.
5. Kenneth Clow. Donald Baack, Integrated Advertisements, Promotion and Marketing communication, Prentice Hall of India, New Delhi, 2003.

PHARMA

		L	T	P	C
MB 13PH01	Strategic Pharma Marketing	2	2	0	3
MB 13PH02	Productivity and Infrastructure Management	2	2	0	3
MB 13PH03	Legal Aspects for Pharma Industry	2	2	0	3
MB 13PH04	Pharmaceutical Brand Management	2	2	0	3
MB 13PH05	Industrial and Service Marketing	2	2	0	3
MB 13PH06	Project Management	2	2	0	3

MB 13PH01	STRATEGIC PHARMA MARKETING	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

This Course extends the knowledge of environmental analysis, strategic planning, strategic formulation, strategic implementation and strategic evaluation applicable for Pharmaceutical organizations. This subject equips students to develop appropriate strategies based on SWOT analysis and other management analysis suitable for Pharmaceutical industry.

COURSE OBJECTIVE:

At the end of this course students will be able to:

Understand the concept of objectives, mission, vision, programmes and policies.

Evaluate the strategies of different pharmaceutical companies.

Evaluate all functional strategies of management.

Understand the organization structure, code of ethics and tactical plans.

Formulate strategies suitable for globalization scenario.

Understand evaluation, control and feedback processes.

SYLLABUS:

Unit I

10

Dynamics of pharmaceutical marketing-Dunkel proposals and their implications-shifts and patterns in pharmaceutical marketing-The changing concept of pharmaceutical marketing- Options in the Indian environment

Unit II

10

Elements of business-marketing strategy- corporate strategic optimism strategic marketing options- integrated strategies-Concepts and models for brands and markets products strategic options-Market segmentation, positioning and targeting in pharmaceutical marketing

Unit III **10**
 Strategic advantages in pharmaceutical marketing- The process of competitive analysis strategic competitive advantage-Product decision-product classification, product life cycle strategies, branding, packing and laboring

Unit IV **10**
 Pricing decision – Pricing methods and strategies-Promotion decisions – Promotion mix elements-Communication in pharmaceutical industry-

Unit V **10**
 Distribution decisions –importance and functions of distribution channel- distribution channel members.

REFERENCES

1. Thomas M. Jacobsen and Albert I. Wertheimer. Modern Pharmaceutical Industry. Jones and Bartlett Publishers, UK. 2010.
2. Andreas Seiter. A practical approach to pharmaceutical policy. World Bank, Washington DC. 2010.
3. Corey Peck, Mark Paich and Jason J. Valent. Pharmaceutical Product branding strategies. Informa Health Care, New York. 2009.
4. Mikey C. Smith Pharmaceutical Marketing. Excel Books, New Delhi. 2008.
5. Krishnaraj. Pharmaceutical Marketing Strategies. Case Research on Hematinic Segment. Lambert Academic Publishing, Germany. 2013.

MB 13PH02	PRODUCTIVITY AND INFRASTRUCTURE MANAGEMENT	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

As decision makers, managers have to be familiar with Production management. This course aims to impart the knowledge on Productivity and infra structure management. It has been designed to equip the future managers with the latest productivity and infra structure practices adopted among pharmaceutical companies.

COURSE OBJECTIVE:

- On completion of this course the participant is expected to:
- Understand the basics of productivity and infra structure management.
 - Understand the latest production practices adopted by pharmaceutical companies.
 - Understand the concept of human in application of work study.
 - Understand the application of technology in productivity and infrastructure management.

- Understand the concept of micro motion study.
- Understand the application of various tools in productivity process.
- Understand the techniques of work measurement.
- Understand the process of predetermined motion time system.

SYLLABUS:

Unit I	10
Concepts and definition of productivity- productivity improvement factors-Productivity analysis-Management- techniques to reduce work contents and ineffective time	
Unit II	10
Introduction to concepts of work study- Human in application of work study, classification of movements- micro motion study, Simo chart-Method study –	
Unit III	10
Introduction and selection of jobs flow diagram-string diagrams- flow process chart-multiple activity chart-travel chart- principles of motion economy	
Unit IV	10
Work measurement – purpose- use- techniques and procedure of work measurement-Time study- selecting jobs to be studied and making a time study-	
Unit V	10
Rating allowance- techniques of work measurement-Activity sampling- synthesis-Analytical estimating- Predetermined motion time system.	

REFERENCES

1. Coskun Samli A. Infrastructuring-The key to achieving economic growth, productivity and quality of life. Springer, USA. 2011.
2. Roberto D. Cigolini, Abhijit V Desmukh, Lorenzo Fedele and Sara A. McComb. Recent Advances in Maintenance and Infrastructure Management. Springer, USA. 2009.
3. Anil Mital and Arun Pennathur. Industrial resource utilization and productivity. Momentum Press, New York. 2010.
4. Mainak Muzumdar. Performance of pharmaceutical companies in India. Springer, New York. 2013.
5. Sean Ekins.Computer applications in pharmaceutical research and development.Wiley.

MB 13PH03	LEGAL ASPECTS FOR PHARMA INDUSTRY	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

This Course extends the knowledge of legal aspects for pharmaceutical industry in globalization scenario. This subject equips students to develop knowledge on intellectual property rights, rules and regulation applicable for pharmaceutical industry in the domestic and international market.

COURSE OBJECTIVE:

At the end of this course students will be able to:

- Understand the legal formalities applicable for pharmaceutical industry.
- Understand the concept of Intellectual Property Rights. (IPR).
- Understand the role of World Trade Organization (WTO).
- Understand the concept of General Agreement on Tariff and Trade (GATT).
- Understand the concept of Trade Related aspects of Intellectual Property Rights (TRIPS).
- Understand the process of patenting in pharmaceutical industry.

SYLLABUS:

Unit I

10

Intellectual property concepts- Intellectual property protection (IPP) - Intellectual property rights (IPR)-economic importance- mechanisms for protection-patents-copyrights- trademark- penalties for violation- role of IP in pharmaceutical industry

Unit II

10

Globalization- Intellectual property and international trade-WTO (World Trade Organization)-WIPO (World Intellectual Property Organization)- GATT (General Agreement on Tariff and Trade)- TRIPS (Trade Related aspects of Intellectual Property rightS)- TRIMS (Trade Related Investment Measures) and GATS (General Agreement on Trade in Service)- biotechnology-herbal drugs-drug related IPR issues.

Unit III

10

Impact of TRIPS in India and other developing countries-Indian Patent Act, 1970-WTO and modification under TRIPS- filing of a patent application- precautions before patenting- disclose / non- disclose- publication

Unit IV

10

International Patenting –Patent infringement meaning- scope litigation- Technology development- Technology transfer commercialization related aspects - Drug related technology development-

Unit V**10**

Toxicological studies- bioequivalence- clinical trials- Phase I, Phase II, Phase III - Approved bodies and agencies-Funding sources for commercialization and technology – Preparation of project report- financial appraisals and business models-Ethics and values in intellectual properties.

REFERENCES

1. Paul Ranson, Partner and Stringer Saul LLP. Legal aspects of outsourcing contract in the pharmaceutical industry. Bridge head International Ltd., USA. 2006.
2. Thomas M. Jacobsen, Albert I. Wertheimer. Modern Pharmaceutical Industry. Jones and Bartlett Publishers, UK. 2010.
3. Lee. B. Burgunder. The legal aspects of managing technology. South Western Cengage Learning, USA. 2011.
4. Jakkrit Kupanpoth. Patent rights in Pharmaceuticals in developing countries. Edward Elgar Publishing Ltd., UK. 2010.
5. Robert C. Bird and Subash C.Jain. The Global challenge of intellectual property rights. Edward Elgar Publishing Ltd., UK. 2008.

MB 13PH04	PHARMACEUTICAL BRAND MANAGEMENT	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

This Course extends the knowledge of pharmaceutical brand management. This subject equips students to develop brand name, brand identity, brand image and brand power for pharmaceutical products.

COURSE OBJECTIVE:

At the end of this course students will be able to:

- Understand the branding concepts and element of branding.
- Understand strategic brand management.
- Evaluate all brand position in pharmaceutical industry.
- Understand the logic behind brand name.
- Formulate strategies suitable for global branding.
- Understand the future of branding in pharmaceutical industry.

SYLLABUS:**Unit I****10**

Brand management - Branding concepts, brand identity, elements of branding, brand decisions, brand portfolio

Unit II	10
Creating brand - Brand personality, brand image, brand equity, managing brand equity through brand loyalty, brand awareness, perceived quality and brand associations	
Unit III	10
Strategic brand management process-Brand positioning	
Unit IV	10
Branding in pharmaceutical industry Pharmaceutical brand name development	
Unit V	10
Brand packaging design- Future of branding in pharmaceutical industry.	

REFERENCES

1. Kapferer J.N. The new strategic brand management. Los Editions org. UK. 2012.
2. Kevin Lance Keller, Parameswaran. M.G. and Isaac Jacob. Strategic brand management: building, measuring and managing brand equity. Pearson India. 2011.
3. Brian D. Smith. The Future of Pharma. Gower Publishing Limited, England.2011.
4. Michael Levens. Marketing: Defined, explained, applied. Pearson. 2010.
5. John P.Griffin, John Posner and Geoffrey R.Barker. The Text Book of Pharmaceutical Medicine. John Wiley and Sons. 2013.

MB13PH05	INDUSTRIAL AND SERVICE MARKETING	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

This Course extends the knowledge of industrial and service marketing applicable for Pharmaceutical industry.

COURSE OBJECTIVE:

At the end of this course students will be able to:

- Understand the concept of industrial and service marketing.
- Understand the process of B2B marketing.
- Understand the process of clinical trials in pharmaceutical industry.
- Understand the process of service quality.
- Formulate strategies suitable for globalization scenario.

Understand evaluation, control and feedback processes in industrial and service marketing.

SYLLABUS:

Unit I	10
Industrial market – Nature of industrial market-consumer market Vs industrial market-industrial products	
Unit II	10
Types and characteristics- segmentation- industrial markets- Industrial buyer – Buyer situations-buyer characteristics-factors influencing industrial buyer decisions- buying process and procurement	
Unit III	10
Industrial marketing and selling strategy-Services – Service sector and economic growth- service concept characteristics and classification of service- challenges in service marketing- Designing a service strategy-	
Unit IV	10
Marketing mix in services marketing – product- price- place- promotion-people-physical evidences and process decisions-	
Unit V	10
Strategic issues in service marketing – Service differentiation and positioning-managing service quality-productivity in services-Application of service marketing – Marketing of health- financial services.	

REFERENCES

1. Douglas Hoffman, John E.G. Bateson. Service Marketing: concepts, strategies and cases. South-Western Cengage Learning, USA. 2010.
2. Eric N. Berkowitz. Essentials of Health care marketing. Jones Bartlett Learning, UK. 2010.
3. Biren N. Shah, Bhavesh S. Nayak, Viet C. Jain and Dhireen P. Shah. Industrial and service Marketing. Elsevier. 2010.
4. John Lid Stone. Marketing planning for the pharma industry and Janice MacLennan. Gower Publishing. 1999.
5. R.K.Mishra and Nandita Sethi. Rethinking India's Growth Strategy: Services and Manufacturing. Concept Publishing Company. 2008.

MB 13PH06	PROJECT MANAGEMENT	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

This Course extends the knowledge of Project management with reference to pharmaceutical industry.

COURSE OBJECTIVE:

At the end of this course students will be able to:

- Understand the concept of project planning and phases.
- Understand the process of project implementation.
- Understand the process of project analysis.
- Understand the process of project selection.
- Understand the process of analysis risk in projects.
- Understand the concept of PERT, CPM in project management.

SYLLABUS:

- | | | |
|-----------------|---|-----------|
| Unit I | | 10 |
| | Project planning and phases – Need and importance; phases of project implementation- project analysis facts- resources allocation frame work (investment strategies, portfolio planning tools and interface between strategic planning and capital budgeting) | |
| Unit II | | 10 |
| | Generation and screening of project ideas- Project analysis- Market and demand analysis including demand forecasting- technical analysis and financial analysis (cost of project, working capital requirement and its financing-theory only) | |
| Unit III | | 10 |
| | Project selection – analysis of risk. Project management and control-Project organization-planning and control of project and human aspects of project management-project control tools (Gantt charts, line off balances) | |
| Unit IV | | 10 |
| | Network techniques for project management – basic concepts of networks- line estimation and determination of critical path for both PERT and CPM models- activity crashing- | |
| Unit V | | 10 |
| | Project review – Need for reviews-initial review-performances evaluation-abandonment analysis- evaluating the capital budgeting systems. | |

REFERENCES

1. Lara Brown, Tony Grundy. Project Management for the Pharmaceutical Industry. Gower Publishing Limited, England. 2011.
2. Peter W. G. Morris, Jeffrey K. Pinto and Jonas Soderlund. The oxford hand book of project management. Oxford University Press. 2011
3. Scott D Babler, Sean Ekins. Pharmaceutical and bio medical project management in a changing global environment. Wiley. 2011.
4. Pete Harpum. Portfolio, program and project management in the pharmaceutical and biotechnology industries. John Wiley, New Jersey. 2010.
5. Tony Kennedy Pharmaceutical Project Management. Informa Health Care. 2008.

PROJECT MANAGEMENT

		L	T	P	C
MB 13PM01	The Project Organization	2	2	0	3
MB 13PM02	Project Planning, Scheduling and Budgeting -1	2	2	0	3
MB 13PM03	Project Planning, Scheduling and Budgeting -2	2	2	0	3
MB 13PM04	Managing Project Teams	2	2	0	3
MB 13PM05	Project Execution, Monitoring and Control	2	2	0	3
MB 13PM06	Project Audit And Closure	2	2	0	3

MB 13PM01	THE PROJECT ORGANIZATION	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

End of this course student will get aware of project management and its benefits and applications in corporate world.

COURSE OBJECTIVES:

To give exposure to project management and roles and responsibilities of project Manager

To distinguish project life cycle from product life cycle and make aware of different phases of project life cycle

To build idea and confidence among the students to select the appropriate projects

To create awareness on project organization strategy, structure and culture

SYLLABUS:

Unit I INTRODUCTION TO PROJECT MANAGEMENT 10

Project management - Meaning of the Project and Project Management - Importance - Scope – Project management Office; Project Manager – Roles and Responsibilities; Modern Project management - Project Management Today - An integrative approach – Integration of Projects with the strategic Plan, Integration within the process of Managing Actual Projects

Unit II PROJECT LIFE CYCLE MANAGEMENT 10

Project life cycle - Overview and Characteristics; Project life cycle Phases – Defining, Planning, Executing and Delivering; Product life cycle Vs Project life cycle; Applications of Project life cycle; Significance and Benefits of Project life cycle

Unit III ORGANIZATION STRATEGY AND PROJECT SELECTION 10

Projects Vs Operational Work; The strategic management process - Project portfolio management system - The need for an effective project portfolio management system - Applying selection model - Managing the portfolio system

Unit IV ORGANIZATION STRUCTURE AND CULTURE 10

Project Management Structures - Building blocks of right project management structure - Organizational culture and styles - Implications of organizational culture for organizing projects; Organizational Process Assets

Unit V DEFINING THE PROJECT 10

Defining the Project Scope - Establishing project priorities - Creating the work breakdown structure - Integrating the work breakdown structure with the organization - Coding the work breakdown structure for the information system –

Process Breakdown Structure – Responsibility Matrices – Project Communication Plan

REFERENCES

1. Clifford Gray, Erik Larson and Gautam Desai, Project Management, The Managerial Process, 4th edition, Tata McGraw Hill 2012
2. Project management Institute, The Guide to the Project Management Body of Knowledge (PMBOK Guide), 5th Edition, PMI Publication, 2012
3. Harold Kerzner, Project Management, A Systems approach to Planning, Scheduling and Controlling, 10th edition, Wiley India, 2011
4. John Nicholas, Herman Steyn, Project Management for Business, Engineering and Technology, 4th edition, Routledge or CRC India, 2010
5. Samuel Mantel, Jack Meredith, Scott Shafer, Margret Sutton and M.R.Gopalan, Project Management, Core Textbook, 1st Indian edition, Wiley India, 2010
6. Prasanna Chandra, Projects, Planning, Analysis, Selection, Financing, Implementation and Review, 7th edition, Tata McGraw Hill, 2012

MB 13PM02	PROJECT PLANNING, SCHEDULING AND BUDGETING -1	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

This course is designed to equip the students with identifying the scope of project and plan for communication and managing the project cost and quality. By undergoing this course, the student should be able to develop the project plan.

COURSE OBJECTIVES:

By undergoing this course, the learner will be able to

- To assess the scope of the project
- To effectively plan the project communication
- To evaluate the cost of the project
- To plan and maintain the quality of the projects
- To develop the detailed project plan with Network computation process

SYLLABUS:

Unit I SCOPE OF THE PROJECT

10

Collect the requirements of the project, Define the scope, Establish project priorities, Create work breakdown structure, Code WBS for information system, Process breakdown structure, Responsibility matrix, Integrating WBS with organization, managing changes in scope of project.

Unit II PROJECT COMMUNICATION PLAN

10

Identify stakeholders, analyze stakeholders, Analyze the communication requirement of each stakeholder, Plan communication, and Distribute information: Communication methods, frequency of communication, Managing Stakeholder expectations, Content of communication: % completion, % budget, variance analysis, and Performance forecasting methods.

Unit III PROJECTS COST MANAGEMENT

10

Estimating Project time and cost, Factors influencing quality of estimates, estimating guidelines for time, cost, resources; Top down Vs Bottom up Estimating, Methods of estimating Project time, and cost; Level of details, types of costs, Refining estimates, Creating database for estimating, Budget uncertainty and Risk management, Developing human resource plan.?

Unit IV PROJECT QUALITY MANAGEMENT

10

Define quality requirements, cost benefit analysis, cost of quality, Quality management plan, Quality metrics and checks, Quality assurance – quality audit, process analysis, managing change requests, Quality control – cause and effect diagrams, control charts, scatter diagrams, etc.

Unit V DEVELOPING A PROJECT PLAN

10

Developing a project network, from work packages to network, Activity on Node fundamentals, Network computation process, PERT, CPM networks, critical path, using forward and backward pass information, level of details for activities, practical considerations, and extended network techniques; Project planning involving constraints of time, resources, and funds

REFERENCES

1. Prasanna Chandra, Projects, Planning, Analysis, Selection, Financing, Implementation and Review, 7th edition, Tata McGraw Hill, 2012
2. Clifford Gray, Erik Larson and Gautam Desai, Project Management, The Managerial Process, 4th edition, Tata McGraw Hill 2012
3. Project management Institute, The Guide to the Project Management Body of Knowledge (PMBOK Guide), 5th Edition, PMI Publication, 2012
4. Harold Kerzner, Project Management, A Systems approach to Planning, Scheduling and Controlling, 10th edition, Wiley India, 2011
5. John Nicholas, Herman Steyn, Project Management for Business, Engineering and Technology, 4th edition, Routledge or CRC India, 2010
6. Samuel Mantel, Jack Meredith, Scott Shafer, Margret Sutton and M.R.Gopalan, Project Management, Core Textbook, 1st Indian edition, Wiley India, 2010.

MB 13PM03	PROJECT PLANNING, SCHEDULING AND BUDGETING -2	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

This course is designed to equip the students with analytical skills to manage the financial aspects of a project effectively. The course covers topics ranging from market analysis to project review and sources of funding to investment appraisal. By undergoing this course, the student should be able to assess the profitability of the projects that he/she undertakes on a cost-benefit basis.

COURSE OBJECTIVES:

By undergoing this course, the learner will be able to

- Assess the market conditions for the profitable launch of the project
- Effectively plan, schedule and process projects under changing economic conditions
- Evaluate the financing options and select the optimum investment-mix
- Identify, quantify and structure project risks
- Perform the functions of a project manager effectively by following the ethical and social code of conduct

SYLLABUS:

Unit I MARKET RESEARCH AND DEMAND ANALYSIS 10

Idea generation – monitoring the environment – corporate appraisal – identify investment opportunities - Situational analysis – specification of objectives- collection of secondary information- conduct of market survey- characterization of market- Demand forecasting – formulation of market plan- Social responsibility – ethics

Unit II FINANCING AND INVESTMENT DECISIONS 10

Sources of finance – long term sources – debt – equity – term loans- consortium – Development banks – Venture capital – Angel investors- Private equity – ADRs –GDRs- Regulations in India – What makes a project unique – How to approach VCs – Working Capital financing – Current scenario assessments

Unit III PROJECT PLANNING AND SCHEDULING 10

Process planning- lining technical requirements – decision on product mix- environmental aspects – structures and civil works- cost computation – sources of finance- weighted average cost of capital- Required rate of return – projected cash flow statements – Net present value – pay back - accounting / average rate of return- benefit-cost ratio

Unit IV RISK-RETURN ANALYSIS**10**

Meaning of risk- classification – techniques of risk management – sensitivity analysis – certainty coefficient – scenario analysis – Hillier Model – Decision tree – Project selection under risk – Capital rationing – Mutually exclusive and Inclusive projects

Unit V: PROJECT PERFORMANCE EVALUATION**10**

Control of in-progress projects – imposing control mechanisms – checks - Post –audit – Abandonment analysis – administrative aspects of capital budgeting – agency problem – evaluating the capital budgeting system of an organization – human aspects of project management

REFERENCES

1. Prasanna Chandra, Projects, Planning, Analysis, Selection, Financing, Implementation and Review, 7th edition, Tata McGraw Hill, 2012
2. Clifford Gray, Erik Larson and Gautam Desai, Project Management, The Managerial Process, 4th edition, Tata McGraw Hill 2012
3. Project management Institute, The Guide to the Project Management Body of Knowledge (PMBOK Guide), 5th Edition, PMI Publication, 2012
4. Harold Kerzner, Project Management, A Systems approach to Planning, Scheduling and Controlling, 10th edition, Wiley India, 2011
5. John Nicholas, Herman Steyn, Project Management for Business, Engineering and Technology, 4th edition, Routledge or CRC India, 2010
6. Samuel Mantel, Jack Meredith, Scott Shafer, Margret Sutton and M.R.Gopalan, Project Management, Core Textbook, 1st Indian edition, Wiley India, 2010

MB 13PM04	MANAGING PROJECT TEAMS	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

End of this course student can able to effectively manage human resources especially for project management teams

COURSE OBJECTIVES:

To understand the role of projects in organization and to master the Project Management tools, techniques and interpersonal skills necessary to orchestrate projects from start to finish.

To provide students with an integrative view of contribution of Project Management to the strategic goals of the organization and to enterprise in the process of managing projects

SYLLABUS:

Unit I LEADERSHIP

10

Managing Vs Leading a project – Managing Project Stakeholders – Influence as exchange – Managing upward relations – Leading by example – Social Network building - case study

Unit II ETHICS AND PROJECT MANAGEMENT

10

Ethics and Project Management- Building trust: the key to exercising influence – Qualities of an effective project manager – Managing Inter organizational relations - case study

Unit III MANAGING PROJECT TEAMS

10

Team Development – Factors affecting - High performance Project teams – Project meetings – presentation – Reports - Project reward systems – Decision making process – Rejuvenating- Virtual Project teams – Pitfalls – case study

Unit IV PROJECT OUTSOURCING

10

Outsourcing Project work – Requirements and procedures – Extensive training – team building activities – Time management – Risk Management – Procurement Management - case study

Unit V CONFLICT MANAGEMENT

10

Conflict management process – Frequent review and status updates - Fair and Incentive Laden contracts – Long term outsourcing relationships – The Art of negotiating – Managing Customer relationship – case study

REFERENCES

1. Clifford Gray, Erik Larson and Gautam Desai, Project Management, The Managerial Process, 4th edition, Tata McGraw Hill 2012
2. Project management Institute, The Guide to the Project Management Body of Knowledge (PMBOK Guide), 5th Edition, PMI Publication, 2012
3. Harold Kerzner, Project Management, A Systems approach to Planning, Scheduling and Controlling, 10th edition, Wiley India, 2011
4. John Nicholas, Herman Steyn, Project Management for Business, Engineering and Technology, 4th edition, Routledge or CRC India, 2010
5. Samuel Mantel, Jack Meredith, Scott Shafer, Margret Sutton and M.R.Gopalan, Project Management, Core Textbook, 1st Indian edition, Wiley India, 2010
6. Prasanna Chandra, Projects, Planning, Analysis, Selection, Financing, Implementation and Review, 7th edition, Tata McGraw Hill, 2012

MB 13PM05	PROJECT EXECUTION, MONITORING AND CONTROL	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

End of this course student will have the capability of executing the project and controlling the same within planned schedule and cost.

COURSE OBJECTIVES:

To provide confidence to the students to execute the project

To build the system for project monitoring and measurement

To inculcate the habit of controlling the entire project within planned schedule and cost

To develop the project control process

SYLLABUS:

Unit I

10

PROJECT MONITORING INFORMATION SYSTEM AND CONTROL PROCESS

Structure of a Project Monitoring Information System – Overview, Data to be Collected, Analysis and Report; Problems in Data Acquisition; Project Control process – Steps in Control Process; Designing the control systems – Types of Control Systems and Tools for Control

Unit II

10

PROJECT SCHEDULING AND CONTROL

Schedule Activities, Sequence Activities, Activity Resource Estimation, Estimation of Activity Durations, Development of Schedule, Controlling the Schedule; Monitoring Time Performance – Tracking Gantt chart

Unit III

10

PROJECT QUALITY CONTROL

Quality Plan – Quality requirements, Standards for the Project and Product, Documentation; Quality Assurance Performance – Audit and Ensuring Quality Standards, Quality Control Performance –Monitoring and Recording Results, Tracking Quality Control Charts and Recommending Necessary Changes

Unit IV

10

PROJECT COST CONTROL SYSTEM

Development of an Earned Value Cost / Schedule System – Terms, Percent complete rule, Costs included in baselines, Methods of variances analysis; Indexes to monitor progress – Cost Performance Index (CPI), Scheduling Performance Index (SPI), Project percent complete indexes, Technical Performance measurement, Software for project cost/schedule systems and additional earned value rules; Development of status report and Forecasting final project cost

Unit V

OTHER CONTROL ISSUES

10

Scope Creep, Baseline Changes, Techniques of Executing the Project within Scheduled Time, Quality and Cost; Case Study

REFERENCES

1. Clifford Gray, Erik Larson and Gautam Desai, Project Management, The Managerial Process, 4th edition, Tata McGraw Hill 2012
2. Project management Institute, The Guide to the Project Management Body of Knowledge (PMBOK Guide), 5th Edition, PMI Publication, 2012
3. Harold Kerzner, Project Management, A Systems approach to Planning, Scheduling and Controlling, 10th edition, Wiley India, 2011
4. John Nicholas, Herman Steyn, Project Management for Business, Engineering and Technology, 4th edition, Routledge or CRC India, 2010
5. Samuel Mantel, Jack Meredith, Scott Shafer, Margret Sutton and M.R.Gopalan, Project Management, Core Textbook, 1st Indian edition, Wiley India, 2010
6. Prasanna Chandra, Projects, Planning, Analysis, Selection, Financing, Implementation and Review, 7th edition, Tata McGraw Hill, 2012

MB 13PM06	PROJECT AUDIT AND CLOSURE	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

As organizations become more regulated and compliance starts becoming a mainstream word in organizations, they need to develop new ways to ensure all projects, programs in their pipeline or portfolio is meeting acceptable standards and norms. Equally important is the learning that organizations must get from end of each project, whether successful or not since project involve a lot of organization resources at all levels..

COURSE OBJECTIVES:

The learners will be able to:

- Assess projects and audit them for achievement of objectives
- Create assessment reports as per standards
- Use different audit approaches for different types of projects
- Manage audit teams
- Implement project closures as per standards
- Assess when to close a project

SYLLABUS:

Unit I	10
Audit and assessments - managing troubled projects- benefits of audits and assessments-When to audit – Difference of audits and assessments.	
Unit II	10
Project audits- methodology- kinds of preparations needed–strategy choices for audits- When to assess or audit- developing audit plan- stakeholders- best practices	
Unit III	10
Project review- control of projects- review activities- involving 3 rd parties	
Unit IV	10
Project closure- processes for closure- deliverables- best practices	
Unit V	10
Project retrospective- methodologies- post mortems- archiving- need	

REFERENCES

1. Clifford Gray ,Project Management, The Managerial Process, - 4th edition, Erik Larson and Gautam Desai, Tata McGraw Hill 2011
2. The Guide to the Project Management Body of Knowledge (PMBOK Guide), 5th Edition by Project management Institute 2012
3. Harold Kerzner ,Project Management, A Systems approach to Planning, Scheduling and Controlling, 10th edition, Wiley India 20009
4. John Nicholas, Herman Steyn ,Project Management for Business, Engineering and Technology, 4th edition , Routledge or CRC India 2009
5. Samuel Mantel, Jack Meredith, Scott Shafer, Margret Sutton and M.R.Gopalan ,Project Management, Core Textbook, 1st Indian edition, by Wiley India 2009
6. Prasanna Chandra ,Projects, Planning, Analysis, Selection, Financing, Implementation and Review 7th edition, Tata McGraw Hill 2008

RETAILING

		L	T	P	C
MB 13RL01	Visual Merchandising And Store Layout Design	2	2	0	3
MB 13RL02	Retail Franchising	2	2	0	3
MB 13RL03	E- Retailing	2	2	0	3
MB 13RL04	Inventory and Logistics Management	2	2	0	3
MB 13RL05	Consumer behavior and Retail Loyalty	2	2	0	3
MB 13RL06	Store Format and Mall Management	2	2	0	3

MB 13 RL01	VISUAL MERCHANDISING AND STORE LAYOUT DESIGN	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

Visual merchandizing and store layout design plays a vital role in retail industry to increase sales, at Point of Purchase. This course on Visual Merchandising and Store Layout Design will enhance skills of the learner and introduce and develop innovative and creative ideas to display merchandise and design the retail store layout.

COURSE OBJECTIVE:

After this course on 'Visual merchandizing and store layout design' the learner will be able to:

Enhance the skills on Visual merchandising in the retail stores

Develop the convenient and effective design for retail store outlets

SYLLABUS:

Unit I Introduction

10

Structural displays of merchandising-Category management practices- Introduction to merchandising and visual merchandising-Concepts and practices-support structures - visual illustrations - category management and presentations.

Unit II Stock Control

10

Stock control system from reception to dispatch of stocks: Stock control - receiving and checking stock – unloading - handling discrepancy – documenting - dispatching- recording stock

Unit III Safety and Hygiene Practices**10**

Safety and hygiene practices in visual merchandising and store layout design- Personal hygiene – sanitation - food safety - safe working practices - store security - contingency planning.

Unit IV Retail Formats and Legal Environment**10**

Retail formats-Types- compliance and legal environment - skills and challenges in retail job - Complaint management - interpersonal skills.

Unit V Queue Management**10**

Queue management in retail stores- Billing - modes of payment – bagging - store audit.

REFERENCES

1. Tony Morgan,'Visual merchandising: window and in-store displays for retail' 2008.
2. Robert Colborne,'Visual merchandising: the business of merchandise presentation' – 110106
3. HarperCollins ,'Visual Merchandising' – 2002
4. Martin M. Pegler,'Visual Merchandising and Display' – 2011
5. Swati Bhalla, Anuraag S.,'Visual Merchandising '– 2010
6. Jay Diamond, Ellen Diamond,'Contemporary Visual Merchandising and Environmental Design' – 2010
7. Claus Ebster, Marion Garaus,'Store Design and Visual Merchandising: Creating Store Space' - 2012

MB 13 RL02	RETAIL FRANCHISING	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

After completing this course, students will come to know about the evolution of retailing, meaning and evolution of franchising and the relevance of franchising in India, concept of franchising and the criteria to be developed by a franchisor to evaluate a franchisee, understand and apply the right analytical tools to assess and evaluate the available franchise options, make a self assessment to judge financial compatibility, carry out performance analysis of a franchise business, several laws and taxation aspects of franchising and the stages of relationship building process.

COURSE OBJECTIVE:

After this course on Retail franchising the learner will be able to:
Identify various opportunities available in the retail franchise system
Nurture entrepreneurial talent

SYLLABUS:

- | | |
|---|-----------|
| Unit I Introduction | 10 |
| Introduction to Retail franchising -Internationalization-Retail franchising environment in India- Retail franchising: An overview –Meaning- Evolution – technology – recent trends–franchising in India | |
| Unit II Franchising As Strategy | 10 |
| Retail franchising strategies- modes of franchising and their advantages and disadvantages- Franchising as strategy: Retailing and vertical marketing system, pros and cons – modes of franchising. | |
| Unit III Developing A Franchise System | 10 |
| Developing a franchise system and Preparing for franchising. | |
| Unit IV Evaluating A Franchise System | 10 |
| Investigating and evaluating the new franchise and performance of existing franchise systems. | |
| Unit V: Managing Franchising | 10 |
| Managing Franchising- Financial aspects of a franchise- Legal aspects of franchising- managing franchise relationship. | |

REFERENCES

1. Manish V. Sidhpuria, 'Retail franchising', McGraw-Hill publication, 2010
2. Michael G. Phillips, Mike Phillips, 'Retail franchising: a strategy for international expansion, Pearson Professional Ltd – 110106
3. W. Michael Garner, American Bar Association. Forum on Franchising – 2008
4. Erwin J. Keup, 'Franchise Bible' 2007
5. Franchise opportunities handbook- United States. Bureau of Domestic Commerce, United States Bureau of Competitive Assessment and Business Policy, United States. Domestic and International Business Administration – 11086

MB 13 RL03	E-RETAILING	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

E-Retailing is one of the fast growing formats in the retailing sector. Information Technology revolution is changing the phenomena of business across the globe creating an impact on online E-Retailing. This course will introduce the concepts, fundamentals and also induce creative ideas that render value to consumers enhancing skills of the learner in operating the E-Retail business.

COURSE OBJECTIVE:

After this course on E-retailing the learner will be able to:
 Understand Designing e-retail portals and operating business
 Develop innovative ideas in E-Retailing

SYLLABUS:

Unit I E-Retailing in Practice

10

. The world of e-Retailing, e-retailing in practice, Integration of e-retailing into an organization

Unit II Online Customer Management

10

Understanding of e-consumer - normal consumer - communicating with the e-consumer

Unit III E-Store Design

10

Sources for online information - designing e- store - Information search on the web site, e-store design, e-service

Unit IV E-Retailing Models and Branding

10

Building brand for e-retailing: Branding the web - e-mails - e-retailing models

Future perspectives of e-retailing- m-shopping- Multichannel success and the future of e-retailing.

REFERENCES

1. Charles Dennis, Tino Fenech, and Bell Merrilees, 'E-retailing', Routledge ,2004.
2. Khai Sheang Lee, Soo Jiu Tan, Guan Hua Lim,'E-retailing: understanding and overcoming consumer's perceived purchase risk in Internet shopping, - 2000
3. Michael Levy, Barton Weitz, 'Retailing Management',McGrawHill,2011
4. Tawfik Jelassi ,Albrecht Enders ,'Strategies for E-Business: Creating Value Through Electronic and Mobile Commerce-Concepts and Cases',Prentice Hall,2008
5. Robin Lewis, Michael Dart, 'The New Rules of Retail: Competing in the World's Toughest Marketplace', 2010.

MB 13 RL04	INVENTORY AND LOGISTICS MANAGEMENT	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

Retail industry mainly depends on logistics and supply chain management activities. Moreover inventory and category management systems will render comfortable handling of retail merchandise. This course on Inventory and Logistics management would give an exposure and experience on logistics, supply chain and inventory management systems.

COURSE OBJECTIVE:

After this course on Inventory and Logistics management the learner will be able to:

Understand the function of logistics and supply chain management in retail sector

Control the retail inventory effectively

Execute efficient category management system

Evolve retail pricing strategies

Understand tactical implementation of the Pricing strategies in retail sector.

SYLLABUS:

Unit I Retail Supply Chain Management 10

Introduction-Supply chain management in retail industry-Concepts- Managing retailer-supplier relations-Types of supply chains- Retail distribution and replenishment.

Unit II Retail Logistics Management 10

Retail logistics - contemporary issues, factors to be considered for logistics selection, types of logistics, retail returns and reverse logistics.

Unit III Retail Pricing 10

Merchandise Budgeting, Pricing strategies, Markups, Markdown management, and Retail product lifecycle management.

Unit IV Retail Inventory and Category Management 10

Retail inventory management, Category management, Assortments and space management, inventory handling systems and methodologies.

Unit V Managing Supply Chain Of Different Products And Formats 10

Food and crockery retail supply chain, apparel and footwear retail supply chain, and other category retailing supply chain, case studies on managing supply chain of different retail items.

REFERENCES

1. Donald J. Bowersox, David J. Closs, M. Bixby cooper, 'Supply Chain Logistics management', Tata McGraw Hill, 2008.
2. Rajesh Ray, 'Supply chain management for Retailing', Tata McGraw Hill, 2010.
3. Michael Levy, Barton Weitz, 'Retailing Management', McGrawHill, 2011
4. Lusch, Dunne and carver, 'Introduction to Retailing', 7th edition, Cengage learning publication, 2011
5. Alexander Hubner, 'Retail Category Management: Decision Support Systems for Assortment, Shelf Space, Inventory and Price Planning', Springer, 2011 edition

MB 13RL05	CONSUMER BEHAVIOR AND RETAIL LOYALTY	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

The purpose of learning this course is to expose the Learners to the mindset of consumers and their buying behavior to understand retailer , retailers loyalty and enhancing skills to execute a plan for a value added retail offer.

COURSE OBJECTIVES:

After this course on Consumer Behaviour and Retail loyalty the learner will be able to:

- Map the consumer’s mind set
- Know how differently consumer behavior models illustrate the buyer’s behavior
- Distinguish between internal and external factors influencing buyer behavior
- Explain the influence of motivation, perception, personality, attitude,
- Learn self image and Life styles
- Understand how family, reference group, socio-cultural and opinion leadership influences buying behavior
- Explain their buying decision process
- Get exposed to emerging issues in buying behavior.
- Understand retail loyalty and behavior

SYLLABUS:

Unit I Consumer Behavior Models

10

Illustrate the various consumer behavior models suitable for retail sector- Concepts, Significance and Dimensions of Consumer Behavior – Application of knowledge of Consumer Behaviour in marketing decisions- Industrial and individual consumer behaviour models - Howard- Sheth, Engel – Kollat, Webstar and wind Consumer Behaviour Models – Implications of the models on marketing decisions.

Unit II Individual and Group Behaviors

10

Individual and group behaviors - Psychological Influences on consumer behavior – motivation – perception – personality -Learning and Attitude- Self Image and Life styles – Consumer expectation and satisfaction- Socio-Cultural,

Cross Culture, Family, group, Reference group Communication Influences on Consumer behavior.

Unit III Purchase Behavior

10

Purchase behavior plays the role in different stages of purchase-High and low involvement - Pre-purchase and post-purchase behavior – Online and offline purchase decision process – Diffusion of Innovation – Managing Dissonance - Emerging Issues

Unit IV Customer Experience Management

10

The elements of customer experience management-Building retail loyalty-Retail experience, meaning and definition; Types of shopper; price bargain, special, lifestyles and shopping orientation; Retail activities; experiences, shopping zones; Retail mix, shopping centers, specialty, anchor stores, centre management.

Unit V Retail Customer Relationship Management

10

CRM and retail loyalty-Retail loyalty programs- Retail customer relationship management, Loyalty schemes; customer loyalty, communications and relationships, added value, loyalty cards, programs and clubs, benefits of schemes, personal shopper, catalogues, Internet, and cost of setting up schemes.

REFERENCES

1. Leon G.Schiffman and Leslie Lasar Kanuk, 'Consumer Behaviour', 10 Edition, Pearson Education, India, 2012.
2. David L. Loudon and Albert J Della Bitta, David L. Loudon and Albert J Della Bitta,'Consumer Behavior', McGraw Hill, New Delhi2010.
3. Michael Solomon, 'Consumer Behaviour', 10th Edition, PHI Learning Private Limited,2010.
4. Hawkins, Hawkins,'Consumer Behaviour- Building Marketing Strategy', 11th Edition, Tata McGraw Hill Pvt. Ltd. 2011.
5. Robinson, S. and Etherington, L.,'Customer Loyalty- A Guide for Time Travellers'. Macmillan, 2006.
6. Griffin, J., 'Customer Loyalty How to Earn it How to Keep it' San Francisco: Jossey-Bass2002.
7. Reichheld, F.,' The loyalty Effect The Hidden Force Behind Growth, Profits and Lasting value', USA: Harvard Business School Press, 2001.

MB 13 RL06	STORE FORMAT AND MALL MANAGEMENT	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

Mall culture is transforming retail culture and operation of retail business across the Globe. Retail stores format is mostly unique in mall locations than in other locations. This course is offered for the purpose of understanding the mall culture and managing the retail formats in mall locations.

COURSE OBJECTIVE:

After this course on, 'Store Format and Mall Management', the learner will be able to:
 Understand the mall culture with respect to retail stores
 Design, Develop and Manage value based competitive retail store formats at Malls.

SYLLABUS:

Unit I Concept of Malls

10

Steps to successful establishing of Mall from concept stage to opening of the mall and managing it further with best practices of CRM.

Unit II Functional Aspects of Malls

10

Marketing, operations, leasing, tenant mix, financing, facilities management, atmospherics, communication mix and other add-ons like entertainment options, its importance, brand valuation for mall

Unit III Additional Services in Malls

10

Parking management, food court management, retail demand analysis, multiplex operations, Entertainment in shopping,

Unit IV Real Estate and Maintenance Management of Malls

10

Retail Management, Real Estate and Shopping Centre Potential in India, Pre-development process: Site selection, How to understand and review a commercial lease, Concept of tenant mix, Shopping Centre Quality Index, Marketing and marketing planning, Major Engineering Equipments, Maintenance management, Operational Formats, Sources of Revenue.

Unit V Shopping Centers

10

Shopping Centers - A macro-economic view, financial aspects of Shopping Centre Management, Case Studies with Operational Formats

REFERENCES

1. Abijit Das, 'A comprehensive text book cum practice guide on mall management', Taxmann Publishing Pvt. Ltd. 2010.
2. Arif Sheikh, and Kaneez Fatima, 'Mall Management', Himalaya Publishers, 2008.
3. Harvinder Singh and Srinivasa R. Srinivasan, 'Mall Management: Operating in Indian Retail Space, Tata McGraw-Hill, 2012.
4. Abhijit Das, 'Mall Management with Case Studies', Taxmann Publishing Pvt. Ltd. 2010
5. Paco Underhill, 'Call of the Mall: How We Shop, Profile Books, 2009.

BANKING FINANCIAL SERVICES AND INSURANCE (BFSI)

		L	T	P	C
MB 13BI01	Principles and Practices of Banking	2	2	0	3
MB 13BI02	Financial Institutions and Markets	2	2	0	3
MB 13BI03	Legal and Service aspects of Banking and Insurance	2	2	0	3
MB 13BI04	Information Technology, Data Communications and Electronic Banking	2	2	0	3
MB 13BI05	Principles and Practices of Life and General Insurance	2	2	0	3
MB 13BI06	Enterprise Risk Management	2	2	0	3

MB 13BI01	PRINCIPLES AND PRACTICES OF BANKING	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

To provide an in-depth exposure to the Principles and Practices of Banking. To acquaint the learners with Indian Financial System and to get exposed to Internet Banking.

COURSE OBJECTIVE:

At the end of the course the learner should be able to:

Describe the general structure and recent developments in the Indian Financial System.

Value the role and functions of RBI

Analyze the usage of Internet Banking in the context of Modern Banking in India..

Build a fair practices of lending and debt collection

SYLLABUS:

Unit I

10

Recent developments in the Indian Financial system - market structure and financial innovation. What are the functions of RBI, SEBI, IRDA etc - Role and Functions of banks - Regulatory provisions / enactments governing banks - Retail banking - Approach to marketing of Retail Banking products - Wholesale Banking and international banking - Role and functions of Capital markets - Role and Functions of Mutual Fund - Role and Functions of Insurance Companies – Bancassurance - Importance of risk management in banks - types of risk - impact of Factoring and Forfeiting on Alliances ,mergers ,consolidation - ADR / GDR / Off Balance Sheet Items, - Participatory Notes - Credit Information Bureau Ltd. - Fair Practices followed for Debt Collection - Basel-II - Banking Codes and Standard Boards in Indian Financial System

Unit II

10

Meaning of the term “Banker” - Guidelines for Know your Customer - Deposit Products and services rendered by Bank - Mandate and Power of attorney - Banker’s lien – right of set off guidelines with regard to garnishee order and Income tax attachment order etc - steps involved in the process of Opening of accounts for various types of customers.

Unit III

10

Principles of lending and various credit Products / Facilities available in Banks - working capital and term loans - Credit Appraisal Techniques - Approaches to lending - credit management and credit monitoring - steps involved in managing NPA - types of documents; Documentation Procedures; Stamping of documents Securities - Different modes of charging - types of collaterals and their characteristics Priority Sector-Lending - sectors - targets - issues / problems - recent developments - Financial Inclusion.

Unit IV

10

Functions of RBI Functions - Importance of Banking Regulation Act 1949 - Negotiable Instrument Act - Sections - Payment and collection of Cheque - duties and responsibilities of paying and collecting banker - protection available to paying and collecting banker under NI Act - endorsements Define forged instruments - implications of bouncing of cheques

Unit V**10**

Features of Internet Banking and Mobile Banking Technologies

REFERENCES

1. Book Published by Indian Institute of Banking and Finance, Mumbai
2. Preeti Singh, Dynamics of Indian Financial System, Ane Books, 2009
3. Robert E. Wright, Vincenzo Quadri , Money and Banking by, **Publisher:** Flat World Knowledge 2009
4. Dutta , Commercial Bank Management–TMH Edition 1 2011
5. Cecchetti , Money ,Banking and Finance Market-Edition 2 ,TMH 2009

MB 13BI02	FINANCIAL INSTITUTIONS AND MARKETS	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

To provide an in-depth exposure to the issuance, valuation, legal backing and usage of various financial instruments. To acquaint the students with global financial markets and practices in analyzing securities, creation, evaluation and management of efficient portfolios.

COURSE OBJECTIVE:

At the end of the course the learner should be able to:

Describe the general structure of various financial markets.

Value financial products such as common stocks and fixed-income securities

Analyze multiple companies for possible inclusion in the portfolio..

Build a diversified portfolio and assess portfolio performance..

SYLLABUS:**Unit I****10**

Structure of Financial system - concept of Equilibrium of Financial markets
 - Theories of the impact of financial development along with its process - Indian financial system - Indian financial system at present- Indicators and financial development-Structure of Financial Institutions - central Bank policies - need - objectives of Financial sector reforms.

Unit II**10**

Functions of Reserve Bank of India - Role of RBI - Monetary policy of RBI - features of monetary control along with its Recent policy development

Unit III**10**

Features of Securities and Exchange Board of India (SEBI) - Companies Act,1956,Security contracts (Regulations) Act,1956 - SEBI'S functions along with the Highlights of SEBI's performance - Commercial Banks and Co-Operative banks - Non banking Financial intermediaries - Statutory financial organizations - means of

small savings - between provident funds Vs pension funds - role of insurance companies especially LIC, GIC and other private Insurance companies - NBFCs – An overview upto 1995-96 and present position of NBFCs, - Regulations of NBFCs - Types of NBFC's - features of Public Deposits? Non-Banking Statutory Financial Organizations.

Unit IV

10

Types of Financial market - Call Money Market - Treasury Bills Market - Commercial Bills Market and Certificate of Deposits - discount Market - Market for Financial Guarantees Government (Gilt- Edged) Securities market Vs Industrial securities market - futures, options and forward market.

Unit V

10

Foreign Exchange Market - International capital flows uses and determinants of Foreign Capital - Forms of Foreign capital - International Financial - Foreign capital flow into India - Recent Developments in Foreign capital inflows - Foreign Exchange Market - Interest Rates Level and structure of Interest rates - status of Interest rate in India

REFERENCES

1. L.M.Bhole “Financial Institution and Markets” Structure, Growth, and Innovation, TATA McGraw Hill 4th Edition-2008.
2. Meir Kohn “Financial Institutions and Markets”, Oxford, 2nd Edition-2007
3. Guruswamy , Merchant Banking and Financial Services -TMH Edition 3 -2009
4. Jeff Madura , Financial Institutions and markets --Eighth Edition-Cenage Learning
5. frederic Mishkin ,Stanley Eakins ,Financial Institutions and markets-March 2011-7th edition-Pearson Global edition

MB 13BI03	LEGAL AND SERVICE ASPECTS OF BANKING AND INSURANCE	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

To provide an in-depth exposure to the legal and service aspects of banking and insurance. To acquaint the students with various regulations and compliance of banking and insurance companies

COURSE OBJECTIVE:

At the end of the course the learner should be able to:

- Describe the legal and service of banking and insurance
- Value the powers of RBI
- Analyse various laws governing the Banking and Insurance Companies

SYLLABUS:

Unit I

10

Provisions of RBI Act 1935 and Banking Regulation Act 1949 - Banking Companies - Acquisition and transfer of undertakings Act 1970 and 1980 - Government and RBI's powers - process of Opening of new banks and branch licensing - Constitution of board of directors and their rights Banks share holders and their rights - concept of CRR / SLR - Cash / currency management - Winding up - amalgamation and mergers - Powers to control advances - selective credit control - monetary and credit policy - Audit and Inspection - Supervision and control - role and scope of board for financial supervision - Disclosure of accounts and balance sheets - Submission of returns to RBI etc - Corporate Governance.

Unit II

10

Case laws on responsibility of paying / collecting banker Indemnities / guarantees - scope, application , obligations of a banker – precautions and rights – laws relating to bill finance, LC and Deferred Payments - Laws relating to securities, valuation of securities, modes of charging securities - lien, pledge, mortgage, hypothecation etc - registration of firms / companies - creation of charge and satisfaction of charge.

Unit III

10

Law of limitation - Provisions of Bankers book - evidence Act - Special features of Recovery of Debts Due to Banks and Financial Institutions Act, 1993 – TDS - Banking Cash Transaction tax and Service Tax - Asset Reconstruction - features of Securitisation and Reconstruction of Financial Assets and Enforcement of Security Interest Act, 2002 - Consumer Protection Act, 1986 - Banking Ombudsman - Lok Adalats - Lender's Liability Act.

Unit IV

10

Features of Indian Contract Act, 1872 (Indemnity, Guarantee, Bailment, Pledge and Agency etc) ,The Sale of Goods Act, 1930 ,(Sale and Agreement to Sell, Definitions, Conditions and Warranties, Express and Implied, Right of unpaid Seller etc) - The Companies Act, 1956 - company and its special features - Types of Companies –Memorandum - Articles of Association - Doctrines of Ultravires - indoor management and constructive notice - membership of company ,cessation, rights and duties of members and register of members - Prospectus and powers of the directors.

Unit V

10

Features of Indian Partnership Act, 1932 - Partnership types of partnership, relation of partners to one another – Relation of partners to third parties Minor

admission and benefits of Partnership - Dissolution of firm - Effects of non – registration of a Partnership firm - Transfer of property Act

REFERENCES

1. Book Published by Indian Institute of Banking and Finance, Mumbai
2. Peter Howells, Keith Bain , The Economics of Money ,banking and Finance —4th Edition- -Pearson - May 2008
3. Jaib-Macin - Legal Aspects of banking
4. Simon Gleeson and Andrew Henderson , Bank regulation and crisis management law and practice- -PHI ,1st edition-2012
5. Charles Procter , Mann and the legal aspect of Money -Seventh Edition-PHI

MB 13BI04	INFORMATION TECHNOLOGY ,DATA COMMUNICATIONS AND ELECTRONIC BANKING	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

To provide an in-depth exposure to Information Technology ,data communications and electronic banking. To acquaint the students with latest networking and computer technologies.

COURSE OBJECTIVE:

At the end of the course the learner should be able to:

- Evaluate the Data communication and electronic banking
- Update on the latest communication ,network related Technologies

SYLLABUS:

Unit I

10

Information Technology - Computer technology and Information Technology - computer peripherals (including Touch Screen)- Software Technology - operating system and its application - Data base Management Systems -RDBMS - Oracle, SQL- Computerization in Banks

Unit II

10

Data Communication and Communication products - Computer Networks - Integrated service - Digital Network and Remote Access Server - Network Components - WAN Communication Environment - Information Super Highway

Unit III **10**
 Information System Planning- Information System Analysis and Design -
 Information System ,its process ,selection and procurement- Information System
 Implementation and Management

Unit IV **10**
 Technology Policy Guidelines in India with respect to the Banking sector -
 Technology Upgradation in Banking Sector

REFERENCES

1. Book Published by Indian Institute of Banking and Finance, Mumbai
2. The Little Data Book on information and communication Technology-Published
 by The World bank-First Edition –June 2011- IBRD ,Washington-USA

MB 13BI05	PRINCIPLES AND PRACTICES OF LIFE AND GENERAL INSURANCE	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

To provide an in-depth exposure to Principles and Practices of life and general insurance and to analyse the claim settlement procedure.

COURSE OBJECTIVE:

- At the end of the course the learner should be able to
- Distinguish between Life and General Insurance concepts
- Describe the role of agent in insurance selling
- Evaluate the premium concept and analyze the different types of premium and the factors considered in calculating the premium.
- Analyze the types of claims in life insurance and general insurance and their prominent differences.

SYLLABUS:

Unit 1 **10**
 Evolution and nature of insurance - different classes of insurance - Growth of Insurance business in India - Organizational structure of the Life Insurance Corporation of India (LIC) - Postal Life Insurance - Organizational structure of Postal Life Insurance - life insurance agents - functions - need for an agent in life insurance selling - procedure to be followed by the insurance companies in appointing the agent - remuneration for agents - Trends in life insurance distribution channels

Unit II **10**
 Premium - types of premium in life insurance business - factors to be considered in calculating life insurance premium - Bonus in life insurance policies - types of bonus in life insurance policies - types of life insurance plans along with its

special features - Joint Life Insurance Plans - benefits of Child Insurance Plan - Rider and enumerate few benefits of Rider - Industrial life insurance - MWP Policies - Keyman insurance - Health insurance and what are its various types - Group Insurance - Importance - features - Eligibility conditions - types - Group Term Insurance Scheme - Group Gratuity Scheme and Group Superannuation scheme - benefits of Group Leave Encashment scheme - different forms of Employees Deposit - Linked insurance Scheme, Group Insurance Scheme in-lieu of EDLI and Social Security Scheme.

Unit III

10

GI Councils - recent Amendments to Life Insurance Corporation Act 1956 and Amendments to General Insurance Business (Nationalisation) Act regulations issued by IRDA - features of Motor Vehicles Act 1988 - Other Acts in connection with the general insurance - Exchange Control Regulations – features of Consumer Protection Act 1986 - role of Insurance Ombudsman - Market , Statutes and Regulations that affect conduct of business in India

Unit IV

10

Fire insurance and marine insurance Coverages –Types of Marine insurance policies Duty and increased value insurance

Unit V

10

Different types of policy claims - Survival Benefits, Death Claims and Maturity Claims - Submission of Proof of title at claim processing stage - Claims and Non –early claims? Documents required for processing early claims - Death due to un-natural causes or accidents - Nomination, Assignment, Waiver of evidence of title etc. - Concession Clause and Extended Claims Concession Clause - Presumption of Death, Insurance Riders, Accidental Death Benefit rider, Permanent Death Benefit Rider - IRDA regulations w.r.t Claim payments. Preliminary procedure involved in the process of Claims - Loss minimization - Claims form, Investigation and assessment of Claims - Surveyors and loss assessors - Claims documents required for Insurance claims Post settlement - Recoveries , Salvage and loss minimization and In –house settlement ?Mention few Practices in U K and USA with regard to Insurance claim settlements.

REFERENCES

1. Davis . W. Gregg , Life and health insurance handbook—General Insurance, John Magee and David Bicklhaupt
2. R. D.Samarth Operational Transformation of General Insurance Industry during the period 1950 to 1990

3. Arun Agarwal / P R Rao , Study on Distribution Functions in General Insurance and Role of Intermediaries,
4. Martin Frappoli, General Insurance for Information Technology Professionals

MB 13BI06	ENTERPRISE RISK MANAGEMENT	L	T	P	C
		2	2	0	3

COURSE RATIONALE:

To provide an in-depth exposure to various types of risk associated with Enterprise and to acquaint the learners with managing the risk.

COURSE OBJECTIVE:

At the end of the course the learner should be able to:

Describe risk and risk control.

Evaluate the various risk management systems and control.

SYLLABUS:

Unit I

10

Risk - Types of Risk - Risk Management - Types of Loss - Risk Control and Risk Financing - Risk Financing Option for an Insurer along with Financial Applications and suitable Examples.

Unit II

10

Rate Making - Basic Terminology associated with rate making – process - Trended and Projected Ultimate Losses - Expense Provisions ,Profit and Contingencies - Indications and Classification Rates ,Increase Limit and Appendix with suitable examples.

Unit III

10

Individual Risk Rating - Goals of Individual Risk Rating - Prospective Systems and Schedule Rating - Experience Rating - Composite Rating and Retrospective Rating - Individual Risk Rating System.

Unit IV

10

Loss Reserving and Accounting System - Department Reserving - Loss Reserve Definitions – Loss Reserving Principles – Loss Reserving Process – Explanatory Data Analysis – Explain various methods of Loss Reserve Estimation Methods Distinguish between Paid Loss Development , Incurred Loss Development and Claim Count Development ?– Average Paid Claim Projection – Allocated Loss Adjustment Expenses – Unallocated Loss Adjustment Expenses – Evaluation of Ultimate Loss Estimates – Monitoring Result – Miscellaneous Topics – An Actuarial Model of Loss Development.

Risk classification and its Relationship to Other Mechanisms - Criteria for Selection - Rating Variables - Classification Systems with suitable examples - Forces Affecting Classification Systems - Measures Of Efficiency in Estimating Class Relativities

REFERENCES

1. A Book published by Indian Institute of Insurance
2. Fundamentals of enterprise risk management ,how top companies assess risk ,manage exposure and seize opportunity by John J Hampton –first edition – august 2009-Published at Amacon,USA
3. sim segal , Corporate Value of Enterprise Risk Management: The Next Step in Business Management (Wiley Corporate) 2011-first edition-by wiley USA
4. John Fraser-Published Robert W Kolb Series - Enterprise Risk Management: Today's Leading Research and Best Practices for Tomorrow's Executives (Robert W. Kolb Series) , USA 2011
5. Paul Hopkin , Fundamentals of Risk Management: Understanding, Evaluating and Implementing Effective Risk Management –Published by IRM USA First