Curriculum & Syllabus

of

M.B.A. MASTER OF BUSINESS ADMINISTRATION
(For the batch admitted in 2010-11)

K.S.RANGASAMY COLLEGE OF TECHNOLOGY
TIRUCHENGODE – 637 215
(An Autonomous Institution affiliated to Anna University of Technology Coimbatore and approved by AICTE New Delhi)

K.S.Rangasamy College of Technology - Autonomous Regulation	R 2010
Department	Master of Business Administration
Programme Code & Name	MBA : Master of Business Administration

K.S.Rangasamy College of Technology, Tiruchengode - 637215	
Curriculum for the Programs under Autonomous Scheme	
Regulation	Regulation 2010
Department	Department of Master of Business Administration
Program Code and Name	MBA : Master of Business Administration

Trimester I

Course Code	Course Name	Hours/Week			Credit	Maximum Marks		
		L	T	P	C	CA	ES	Total
10 MBA 101	Financial Accounting	2	1	0	3	50	50	100
10 MBA 102	Macro Economics	3	0	0	3	50	50	100
10 MBA 103	Organizational Behaviour	3	0	0	3	50	50	100
10 MBA 104	Marketing Management I	3	0	0	3	50	50	100
10 MBA 105	Statistical Methods for Business	2	1	0	3	50	50	100
10 MBA 106	Human Resource Management I	3	0	0	3	50	50	100
10 MBA 107	Executive Communication	1	0	1	2	50	50	100
	Total	17	2	1	20	700		

Trimester II

Course Code	Course Name	Hours/Week			Credit	Maximum Marks		
		L	T	P	C	CA	ES	Total
10 MBA 201	Applied Operations Research	2	1	0	3	50	50	100
10 MBA 202	Managerial Economics	3	0	0	3	50	50	100
10 MBA 203	Production and Operations Management	3	0	0	3	50	50	100
10 MBA 204	Financial Management I	3	0	0	3	50	50	100
10 MBA 205	Marketing Management II	3	0	0	3	50	50	100
10 MBA 206	Human Resource Management II	3	0	0	3	50	50	100
10 MBA 207	Computer Proficiency	1	0	1	2	50	50	100
	Total	18	1	1	20	700		

Trimester III

Course Code	Course Name	Hours/Week			Credit	Maximum Marks		
		L	T	P	C	CA	ES	Total
10 MBA 301	Corporate Governance	3	0	0	3	50	50	100
10 MBA 302	General Commercial Knowledge	3	0	0	3	50	50	100
10 MBA 303	Cost and Management Accounting	2	1	0	3	50	50	100
10 MBA 304	Research Methods for Management	2	1	0	3	50	50	100
10 MBA 305	Financial Management II	3	0	0	3	50	50	100
10 MBA 306	Management Information System	3	0	0	3	50	50	100
10 MBA 307	Oral, Written Communication	0	0	2	2	50	50	100
	Total	16	2	2	20	700		

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Program Code and Name	MBA : Master of Business Administration

Trimester IV

Course Code	Course Name	L	T	P	C	CA	ES	Total
		Hours/Week			Credit	Maximum Marks		
10 MBA 401	Strategic Management	3	0	0	3	50	50	100
10 MBA E1*	Elective - I	3	0	0	3	50	50	100
10 MBA E2*	Elective - II	3	0	0	3	50	50	100
10 MBA E3*	Elective - III	3	0	0	3	50	50	100
10 MBA E4*	Elective - IV	3	0	0	3	50	50	100
10 MBA E5*	Elective - V	3	0	0	3	50	50	100
10 MBA 402	Summer Project and Viva–Voce	0	0	3	3	50	50	100
10 MBA 403	Skill Development Programme I	0	0	2	2	50	50	100
	Total	18	0	5	23	800		

Trimester V

Course Code	Course Name	L	T	P	C	CA	ES	Total
10 MBA 501	Entrepreneurship	3	0	0	3	50	50	100
10 MBA E6*	Elective - VI	3	0	0	3	50	50	100
10 MBA E7*	Elective - VII	3	0	0	3	50	50	100
10 MBA E8*	Elective - VIII	3	0	0	3	50	50	100
10 MBA E9*	Elective - IX	3	0	0	3	50	50	100
10 MBA E0*	Elective - X	3	0	0	3	50	50	100
10 MBA 502	Skill Development Programme II	0	0	2	2	50	50	100
	Total	18	0	2	20	700		

Trimester VI

Course Code	Course Name	L	T	P	C	CA	ES	Total
10 MBA 601	Final Project and Viva Voce	0	0	9	9	50	50	100
	Total	0	0	9	9	100		

Total Credit: 112

K.S.Rangasamy College of Technology, Tiruchengode-637215								
Curriculum for the Programs under Autonomous Scheme								
Regulation	Regulation 2010							
Department	Department of Master of Business Administration							
Program Code and Name	MBA : Master of Business Administration							
List of Electives								
Course Code	Course Name	Hours/Week			Credit	Maximum Marks		
		L	T	P	C	CA	ES	Total
Marketing Electives								
10 MBA EM1	Advertising Management	3	0	0	3	50	50	100
10 MBA EM2	Consumer Behaviour	3	0	0	3	50	50	100
10 MBA EM3	Rural Marketing	3	0	0	3	50	50	100
10 MBA EM4	Services Marketing	3	0	0	3	50	50	100
10 MBA EM5	Retail Management	3	0	0	3	50	50	100
10 MBA EM6	Sales and Distribution Management	3	0	0	3	50	50	100
10 MBA EM7	Brand Management	3	0	0	3	50	50	100
Finance Electives								
10 MBA EF1	Security Analysis and Portfolio Management	3	0	0	3	50	50	100
10 MBA EF2	Indian Capital Markets	3	0	0	3	50	50	100
10 MBA EF3	International Financial Management	3	0	0	3	50	50	100
10 MBA EF4	Insurance and Risk Management	3	0	0	3	50	50	100
10 MBA EF5	Financial Engineering	3	0	0	3	50	50	100
10 MBA EF6	Behavioural Finance	3	0	0	3	50	50	100
10 MBA EF7	Financial Derivatives	3	0	0	3	50	50	100
HR Electives								
10 MBA EH1	Industrial Relations and Labour Welfare	3	0	0	3	50	50	100
10 MBA EH2	Organizational Design and Development	3	0	0	3	50	50	100
10 MBA EH3	Competency Mapping	3	0	0	3	50	50	100
10 MBA EH4	Performance Management	3	0	0	3	50	50	100
10 MBA EH5	Strategic Human Resource Management	3	0	0	3	50	50	100
10 MBA EH6	Training and Development	3	0	0	3	50	50	100
10 MBA EH7	Change Management	3	0	0	3	50	50	100
System Electives								
10 MBA ES1	Decision Support System	3	0	0	3	50	50	100
10 MBA ES2	E – Commerce Management	3	0	0	3	50	50	100
10 MBA ES3	Enterprise Resource Planning	3	0	0	3	50	50	100
10 MBA ES4	Software Project Management	3	0	0	3	50	50	100
10 MBA ES5	Database Management System	3	0	0	3	50	50	100
10 MBA ES6	System Analysis and Design	3	0	0	3	50	50	100
10 MBA ES7	Data Warehousing and Data Mining	3	0	0	3	50	50	100
Production Electives								
10 MBA EP1	Computer Integrated Manufacturing	3	0	0	3	50	50	100
10 MBA EP2	World Class Manufacturing	3	0	0	3	50	50	100
10 MBA EP3	Maintenance Management	3	0	0	3	50	50	100
10 MBA EP4	Logistics Management	3	0	0	3	50	50	100
10 MBA EP5	Supply Chain Management	3	0	0	3	50	50	100
10 MBA EP6	Production Planning and Control	3	0	0	3	50	50	100
10 MBA EP7	Value Engineering and Waste Control	3	0	0	3	50	50	100
General Management Electives								
10 MBA EG1	International Business Management	3	0	0	3	50	50	100
10 MBA EG2	Creativity and Innovation	3	0	0	3	50	50	100
10 MBA EG3	Knowledge Management	3	0	0	3	50	50	100
10 MBA EG4	Technology Management	3	0	0	3	50	50	100
10 MBA EG5	Hospital Management	3	0	0	3	50	50	100
10 MBA EG6	Tourism and Hospitality Management	3	0	0	3	50	50	100
10 MBA EG7	Family Business Management	3	0	0	3	50	50	100

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Trimester I							

Course Code	Course Name	Hours / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ES	Total
10 MBA 101	FINANCIAL ACCOUNTING	2	1	0	3	50	50	100

Objective(s)	The objective of this course is to acquaint the Students with concepts and techniques used in financial accounting and to enable them to apply this knowledge in business decision making. Emphasis is given to changing scenario in the globalized accounting system.

1.	Meaning and Scope of Accounting	Total Hrs	4

- ❖ Definition
- ❖ Accounting concepts and conventions
- ❖ Objectives & Importance of Accounting
- ❖ Accounting Equation

2.	Double Entry System of Accounting	Total Hrs	5

- ❖ Journal, Ledger, Trial Balance
- ❖ Rectification of Errors
- ❖ Subsidiary books
- ❖ Trading, Profit and Loss Account and Balance Sheet

3.	Depreciation Accounting	Total Hrs	6

- ❖ Meaning, Objectives
- ❖ Causes
- ❖ Methods

4.	Inventory Valuation	Total Hrs	7

Methods of Pricing of Material Issues
- ❖ FIFO, LIFO
- ❖ Specific Price Method
- ❖ Base Stock Method
- ❖ Highest in First out Method

Average cost Method
- ❖ Simple Average Method, Weighted Average Method
- ❖ Periodic Simple Average Method
- ❖ Periodic weighted Average Method

5.	Company Accounts	Total Hrs	8

- ❖ Accounting Standards
- ❖ Presentation of final accounts
- ❖ Accounting for share capital transactions

6.	International Financial Reporting Systems	Total Hrs	5

- ❖ International Accounting Standards
- ❖ Inflation Accounting, Accounting Frauds
- ❖ Economic Value Added and Market Value Added
- ❖ International Financial Reporting Interpretation Committee
- ❖ Understanding of US GAAP

Total hours to be taught	35

Text book (s):	
1.	Jain & Narang, "Financial Accounting Analysis", Kalyani Publishers, 3rd Edition

Reference(s):	
1.	Dr. S.N. Maheswari, "Financial Accounting", Vikas Publishing House, New Delhi
2.	Tulsian T.C. , "Financial Accounting", Tata McGraw Hill
3.	R. Narayanasamy, "Financial Accounting: A Managerial Perspective", Prentice Hall of India
4.	Asis K. Bhattacharya, "Financial Accounting for Business Managers", Prentice Hall of India, 2nd Edotion
5.	Charles T. Horngren & Gary L. Sundam, "Introduction to Financial Accounting", Pearson Education, 8th Edition
6.	Ashok Banerjee, Financial Accounting: A managerial Emphasis", Excel Books, 2005, 2nd Edition
7.	Robert N.Anthony David F.Hawkins A. Merchant, "Accounting Text and Cases", Tata McGraw Hill, 2007

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Trimester I								
Course Code		Course Name	Hours / Week			Credit	Maximum Marks		
			L	T	P	C	CA	ES	Total
10 MBA 102		MACRO ECONOMICS	3	0	0	3	50	50	100
Objective(s)		This course will focus on major macro economic issues such as national income, inflation, monetary policy, fiscal policy and balance of payment and their relevance in government decisions.							
1.	Economic Growth					Total Hrs	4		
	❖ Determinants of Economic Growth ❖ Stages of Economic Growth								
2.	National Income					Total Hrs	4		
	❖ Concepts of National income ❖ Measurements of National income.								
3.	Inflation					Total Hrs	4		
	❖ Causes of inflation ❖ Types of inflation								
4.	Demand for and Supply of Money					Total Hrs	4		
	❖ IS and LM model								
5.	Business Cycle					Total Hrs	3		
	❖ Phases and Theories								
6.	Multiplier					Total Hrs	4		
	❖ Assumptions and Limitations								
7.	Accelerator					Total Hrs	4		
	❖ Assumptions and Limitations								
8.	Monetary Policy and Fiscal Policy					Total Hrs	4		
	❖ Measures to control Inflation and Deflation								
9.	Balance of Payment					Total Hrs	4		
	❖ Circular flow of Income ❖ Exchange Rate								
Total hours to be taught							35		
Text book (s):									
1.	Dwivedi.D.N, "Macro Economics Theory and Policy", Tata McGraw Hill, 2007								
Reference(s):									
1.	A.Nag, "Macro Economics for Management Students", MacMillan, 2005								
2.	Errol D'Souza, "Macro Economics", Pearson Education, 2008								

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Trimester I							
Course Code	Course Name	Hours / Week			Credit	Maximum Marks		

Course Code	Course Name	L	T	P	C	CA	ES	Total
10 MBA 103	ORGANIZATIONAL BEHAVIOUR	3	0	0	3	50	50	100

Objective(s)	This course is aimed to familiarize the basics of organizational behaviour and enhance the contemporary knowledge in the field of Organizational Behaviour.

1.	Introduction to Organizational Behaviour	Total Hrs	4

- ❖ Concept of Organizational Behaviour
- ❖ Disciplines that contribute to the Organizational Behaviour
- ❖ Challenges & opportunities for Organizational Behaviour

2.	Personality	Total Hrs	4

- ❖ Determinants
- ❖ Personality traits relevant to Organizational Behaviour

3.	Attitude	Total Hrs	4

- ❖ Components
- ❖ Major job attitudes

4.	Perception	Total Hrs	4

- ❖ Factors that influence perception
- ❖ Person perception: Making judgments about others

5.	Learning	Total Hrs	3

- ❖ Definition and theories

6.	Motivation	Total Hrs	3

- ❖ Concept and Theories

7.	Power & Politics	Total Hrs	3

- ❖ Bases of power
- ❖ Causes and consequences of political behaviour

8.	Conflict	Total Hrs	3

- ❖ Functional and dysfunctional conflict
- ❖ Conflict process
- ❖ Strategies for handling conflict

9.	Culture	Total Hrs	4

- ❖ Definition
- ❖ Strong Vs Weak culture
- ❖ Creating a Positive Organizational Culture

10.	Change	Total Hrs	3

- ❖ Concept
- ❖ Resistance to change
- ❖ Managing change

Total hours to be taught	35

Text book (s):

1.	Stephen Robbins Timothy A. Judge, Seema Sanghi, "Organizational Behaviour" 13th Edition – Pearson Prentice Hall, 2009

Reference(s):

1.	Fred Luthans, "Organizational Behaviour", McGraw-Hill/Irwin, 2009
2.	Uma Sekaran, "Organizational Behaviour", Tata McGraw Hill, 2009
3.	K.Aswathappa, "Organizational Behaviour", Himalaya Publishing House, 2009

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Course Code	Course Name	Hours / Week			Credit	Maximum Marks		

Course Code	Course Name	L	T	P	C	CA	ES	Total
10 MBA 104	MARKETING MANAGEMENT I	3	0	0	3	50	50	100
Objective(s)	The objective of this course is to provide basic knowledge of different concepts, principles, tools and techniques of marketing.							

1.	Marketing Concepts	Total Hrs	9

- ❖ Philosophies of Marketing
- ❖ Core concepts of marketing
- ❖ Marketing Process
- ❖ Functions of Marketing

2.	Market Segmentation	Total Hrs	8

- ❖ Bases for market segmentation of consumer goods
- ❖ Market Targeting and Positioning strategies

3.	New Product Development Process	Total Hrs	8

- ❖ Types of new products
- ❖ Test Marketing of a New product, Branding Strategy, Packaging
- ❖ Purpose, Types and New Trends in packaging

4.	Marketing Mix	Total Hrs	10

- ❖ Four P's
- ❖ Its significance in the competitive environment
- ❖ Product Mix
- ❖ Pricing
- ❖ Physical Distribution
- ❖ Promotion Mix

Total hours to be taught	35

Text book (s):

1.	Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithileshwar Jha, "Marketing Management", A South Asian Perspective, Pearson Education India, 14th Edition, 2008
2.	V.S.Ramaswamy and S.Namakumari, "Marketing Management", Macmillan Publishers India, 2009

Reference(s):

1.	Philip Kotler Kevin Keller, "Marketing Management", Pearson Education India, 13th Edition, 2008
2.	Rajan Saxena, "Marketing Management", Tata McGraw-Hill, 4th Edition,2009
3.	S.A. Sherlekar, "Marketing Management", Himalaya Publishing House, 13th Edition, 2008
4.	Tapan panda, "Marketing management Text and Cases", Excel publishers, 2008

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Trimester I							

Course Code	Course Name	Hours / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ES	Total
10 MBA 105	STATISTICAL METHODS FOR BUSINESS	2	1	0	3	50	50	100

Objective(s)	The objective of this course is to accomplish an acceptable level of quantitative literacy which prepares the student for decision making roles in management, and to facilitate the students' development of quantitative reasoning and analysis, skills considered essential in the current environment of information and organizations.

1.	Descriptive Statistics: Presenting Data In Tables And Charts	Total Hrs	5

- ❖ Frequency Distribution, Relative Frequency Distribution and the Percentage Distribution
- ❖ Cumulative Frequency Distribution and Cumulative Relative Frequency Distribution
- ❖ Histogram, Ogives, Bar Chart, Pie Chart

2.	Descriptive Statistics: Numerical Descriptive Measures	Total Hrs	5

- ❖ Measures of Central Tendency: Mean, Median, Mode, Geometric Mean, Harmonic Mean
- ❖ Measures of Dispersion: Range, Quartile Deviation, Mean Deviation, Standard Deviation, Coefficient of Variation

3.	Basic Probability And Important Probability Distributions	Total Hrs	5

- ❖ Basic Probability Concepts
- ❖ Conditional Probability, Bayes' Theorem
- ❖ Some Important Probability Distributions: Binomial, Poisson, Normal Distributions

4.	Correlation And Simple Linear Regression	Total Hrs	5

- ❖ Correlation: Types of Correlation, Karl Pearson's Correlation Coefficient, Coefficient of Determination, Spearman's Rank Correlation Coefficient
- ❖ Simple Linear Regression : Regression Model, Regression Coefficient, Two Lines of Regression, Estimation using the Regression Line

5.	Testing Hypotheses	Total Hrs	5

- ❖ Null and Alternative Hypotheses, Errors in Hypothesis Testing, Procedure in Hypothesis Testing
- ❖ One Sample Tests: Z-test and t-test for the Mean
- ❖ Two Sample Tests: Z-test and t-test for the difference between two means, Comparing the Means of Two Dependent Samples

6.	Analysis Of Variance	Total Hrs	5

- ❖ One-way Classification, Two-way Classification

7.	Chi-Square Tests	Total Hrs	5

- ❖ Test for independence of attributes, Test for Goodness-of-Fit

Total hours to be taught	35

Text book (s):	
1.	Richard Levin & David Rubin," Statistics for Management", 7th Edition, Pearson Education, 2007
2.	Amir D Aczel & Jayavel Sounderpandian, "Complete Business Statistics", Tata McGraw Hill, 2007
3.	J.K.Sharma, "Business Statistics", Pearson Education, 2009
4.	R.P.Hooda, "Statistics for Business and Economics", MacMillan India Ltd., 2007
5.	S.C. Gupta, "Fundamentals of Statistics", Himalaya Publications, 2008

Reference(s):	
1.	Douglas A Lind & others, "Statistical Techniques in Business and Economics", Tata McGraw Hill, 2007
2.	Anderson, Sweeney & Williams, "Statistics for Business and Economics", Thomson Learning, 2007
3.	A First Course, David M.Levine & others, "Business Statistics", Pearson Education, 2008
4.	G.C.Beri, "Business Statistics", Tata McGraw Hill, 2008
5.	R.S.Bhardwaj, "Business Statistics", Excel Books, 2007
6.	Srivastava & Shailaja Rego, Statistics for Management", Tata McGraw Hill, 2008
7.	Srivastava & Shailaja Rego, Statistics for Management", Tata McGraw Hill, 2008

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Course Code	Course Name	Hours / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ES	Total
10 MBA 106	HUMAN RESOURCE MANAGEMENT I	3	0	0	3	50	50	100
Objective(s)	This course enables the students to understand the basics of HRM and to familiarize them with the current HR practices							
1.	Introduction to HRM				Total Hrs		6	
	❖ Concepts of HRM ❖ Objectives and Functions of HRM ❖ Role of HR Manager ❖ Changing Environment of HRM							
2.	Job Analysis				Total Hrs		6	
	❖ Definition ❖ Benefits of Job Analysis ❖ Process of Job Analysis ❖ Methods for collecting job analysis information							
3.	Human Resource Planning				Total Hrs		6	
	❖ Importance of HRP ❖ HRP Process							
4.	Recruitment				Total Hrs		6	
	❖ Recruitment Process ❖ Sources of Recruitment							
5.	Selection				Total Hrs		6	
	❖ Selection Process ❖ Barriers for effective selection							
6.	Training				Total Hrs		5	
	❖ Induction ❖ Training methods ❖ Management development methods							
Total hours to be taught							35	
Text book (s):								
1.	Gary Dessler, "Human Resource Management", Pearson Education, 2009							
2.	K.Aswathappa, "Human Resource Management", TMH, 2009							
Reference(s):								
1.	Wayne F.Cascio, "Managing Human Resources", TMH, 2008							
2.	VSP Rao, "Human Resources Management", Excel Books, 2008							

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Course Code	Course Name		Hours / Week			Credit	Maximum Marks		
			L	T	P	C	CA	ES	Total
10 MBA 107	EXECUTIVE COMMUNICATION		1	0	1	2	50	50	100

Objective(s)	The students will be able to prepare and deliver effective oral and written communication for business situations and be able to apply business communication strategies and principles. It will help them plan the message by defining purpose, analyzing audience, selecting channel and medium and facilitate them to communicate globally with confidence. NLP and Transactional Analysis (TA) enhance gaining a stronger sense of self-esteem, greater motivation, better understanding of communication.

1.	Listening Comprehension	Total Hrs	3
	❖ Listening Comprehension – Listening and sequencing of sentences – Filling in the blanks – Listening and answering the questions		
2.	Reading Comprehension and Vocabulary	Total Hrs	3
	❖ Filling in the blanks – Cloze Exercises – Vocabulary building – Reading and answering questions		
3.	Speaking	Total Hrs	3
	❖ Phonetics: Intonation – Ear Training – Correct Pronunciation – Sound recognition exercises – Common Errors in English ❖ Conversations: Face to Face Conversation – Telephone conversation – Role play activities (Students take on roles and engage in conversation)		
4.	Resume / Report preparation / Letter Writing	Total Hrs	2
	❖ Structuring the resume / report – letter writing / E-mail communication – Samples		
5.	Presentation Skills	Total Hrs	3
	❖ Elements of an effective presentation – Structure of a presentation – Presentation tools – Voice Modulation – Audience analysis – Body Language – Video Samples		
6.	Soft Skills	Total Hrs	3
	❖ Time Management – Articulateness – Assertiveness – Psychometrics – Innovation and Creativity – Stress Management & Poise – Video Samples		
7.	Group Discussion	Total Hrs	4
	❖ Why is GD part of selection process? – Structure of a GD – Moderator-led and other GDs – Strategies in GD – Team work – Body Language – Mock GD – Video Samples		
8.	Interview Skills		4
	❖ Kinds of Interviews – Required Key Skills – Corporate culture – Mock Interviews – Video Samples		
Total hours to be taught			25

Text book (s):	
1.	Meenakshi Raman and Sangeetha Sharma, "Technical Communication" – "Principles and Practice", Oxford University Press, New Delhi (2004)

Reference(s):	
1.	Barker. A , "Improve your communication skills", Kogan Page India Pvt Ltd, New Delhi (2006)
2.	Adrian Doff and Christopher Jones, "Language in Use (Upper-Intermediate)", Cambridge University Press, First South Asian Edition (2004)
3.	John Seely, "The Oxford Guide to writing and speaking", Oxford University Press, New Delhi (2004)

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Course Code	Course Name		Hours / Week			Credit	Maximum Marks	
			L	T	P	C	CA	ES	Total
10 MBA 201	APPLIED OPERATIONS RESEARCH		2	1	0	3	50	50	100
Objective(s)	This course will help the student gain an understanding of modeling and rational approaches to decision making and their contribution to organizational effectiveness.							
1.	Linear Programming Problem				Total Hrs		7	
	❖ Introduction, Formulation, Graphical Method , Simplex Method, Big-M Method							
2.	Transportation Problem				Total Hrs		7	
	❖ Mathematical Formulation, Initial Basic Feasible Solution, Testing for Optimality – MODI method, Degeneracy, Unbalanced Transportation Problem, Maximization Type							
3.	Assignment Problem				Total Hrs		7	
	❖ Mathematical Formulation, Minimization Problem, Unbalanced Assignment Problem, Maximization Problem, Travelling Salesman Problem							
4.	Sequencing Models				Total Hrs		7	
	❖ Processing n Jobs through Two Machines, Processing n Jobs through Three Machines, Processing n Jobs through m Machines							
5.	CPM and Pert				Total Hrs		7	
	❖ Network Diagrams, Critical Path Method, PERT Calculations							
Total hours to be taught							35	
Text book (s):								
1.	J.K.Sharma, "Operations Research – Theory & Applications", MacMillan India Ltd., 2009							
2.	Anderson, Sweeney & Williams, "An Introduction to Management Science", Thomson Learning, 2007							
3.	H.A.Taha, "Operations Research-An Introduction", Pearson Education, 2004							
4.	N.D.Vohra, "Quantitative Techniques in Management", Tata McGraw Hill, 2005							
Reference(s):								
1.	Hillier and Lieberman, "Introduction to Operations Research", Tata McGraw Hill, 2007							
2.	Wayne L. Winston," Operations Research-Applications & Algorithms, Duxbury Press, 1994							
3.	R.Panneerselvam, "Operations Research", Prentice Hall India, 2007							
4.	C.R.Kothari," Quantitative Techniques", Vikas Publications, 2007							
5.	Levin, Rubin & Stinson," Quantitative Approaches to Management", 8th Edition, McGraw Hill							
6.	V.Sundaresan & others, "Applied Operations Research", A.R. Publications, 2007							

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Course Code	Course Name	Hours / Week			Credit	Maximum Marks	

Course Code	Course Name	L	T	P	C	CA	ES	Total
10 MBA 202	MANAGERIAL ECONOMICS	3	0	0	3	50	50	100

Objective(s)	This course is intended to provide an introduction to basic principles of Micro Economics and its application to business decisions.

1.	Introduction	Total Hrs	5

- ❖ Definition of Micro Economics
- ❖ Basic concepts of Micro Economics
- ❖ Principles of Micro Economics

2.	Demand Analysis	Total Hrs	5

- ❖ Law of Demand
- ❖ Factors affecting demand
- ❖ Exception to law of demand
- ❖ Elasticity of demand
- ❖ Demand forecasting

3.	Supply Analysis	Total Hrs	5

- ❖ Law of Supply
- ❖ Factors affecting Supply
- ❖ Elasticity of Supply

4.	Production Analysis	Total Hrs	5

- ❖ Production Function
- ❖ ISO Quant curve – ISO cost line
- ❖ Laws of return to scale

5.	Cost Analysis	Total Hrs	5

- ❖ Average Cost, Marginal Cost and Total Cost
- ❖ Classification of Costs

6.	Market Structure	Total Hrs	5

- ❖ Perfect and Imperfect competition
- ❖ Monopoly, Duopoly, Oligopoly and Bilateral Monopoly

7.	Pricing	Total Hrs	5

- ❖ Objectives, Policies and Methods of Pricing
- ❖ Pricing over the Life cycle of the product

Total hours to be taught	35

Text book (s):

1.	Mote.V.L, Samual Paul Gupta G.S, "Managerial Economic" concepts & cares, Tata McGraw Hill, 2008

Reference(s):

1.	Metha. P.L, "Managerial Economic", Sulltan Chand Publications, 2008.
2.	Mankiw, "Principles of Economics", Thomson Learning, 2006

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			L	T	P	C	CA	ES	Total
10 MBA 203		PRODUCTION AND OPERATIONS MANAGEMENT	3	0	0	3	50	50	100
Objective(s)		This course will enable the students to get acquainted with the basic aspects of Production and Operations Management through text and cases.							

1.	Introduction to Production and Operations Management (POM)	Total Hrs	7

- ❖ Need, Evolution, System, Types, functions in POM
- ❖ Decision Making in POM
- ❖ Operation Strategy

2.	Total Quality Management	Total Hrs	7

- ❖ Statistical concepts in Quality control: Sampling Control charts ρ Chart, $\overline{X}$ Chart and R Chart.
- ❖ Quality Philosophies (Deming Philosophy, Juran Philosophy, Cross by Philosophy)
- ❖ Cost of Quality
- ❖ Quality Tools (Seven QC Tools, FMEA, Poka Yoke, 5S, TPM)
- ❖ Quality Systems – ISO 9000:2000, Six Sigma

3.	Materials Management and Production Planning and Control	Total Hrs	7

- ❖ Fundamentals of Materials Management
- ❖ Problems in EOQ, EBQ, ABC Analysis
- ❖ Aggregate Planning
- ❖ Master Production Schedule
- ❖ Material Requirements Planning, Manufacturing Resource Planning
- ❖ Capacity Requirements Planning

4.	Facility Location & Layout and Work and Motion Study	Total Hrs	7

- ❖ Facility Location Decisions
- ❖ Selections of country, region and site
- ❖ Facility Layout Decision
- ❖ Types (Fixed Position, and Production, Process, Flexible)
- ❖ Concepts and Role of work study for improving productivity

5.	Productivity Improvement Techniques	Total Hrs	7

- ❖ JIT and Kanban System
- ❖ Value Analysis, Value Engineering
- ❖ Manufacturing Automation
- ❖ Flexible Manufacturing System
- ❖ Lean Manufacturing, Agile Manufacturing

Total hours to be taught	35

Text book (s):

1.	Norman Gaither Greg Frazier, "Operations Management", Thomson South Western, 2007.
2.	S.N.Chary, "Production and Operation Management", The McGraw Hill Companies, 2004.

Reference(s):

1.	Richard B Chase F Robert Jacobs Nicholas J Aquilano Nitin K Agarwal, "Operations Management for Competitive advantages", Tata McGraw- Hill Publishing, 2006.
2.	R.Paneer Selvam, "Productions and Operations Management", Prentice Hall of India, 2007.
3.	Martand T Telsang, Production Management, S Chand and Company, First edition, 2006

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Course Code	Course Name	Hours / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ES	Total
10 MBA 204	FINANCIAL MANAGEMENT I	3	0	0	3	50	50	100

Objective(s)	The purpose of this course is to acquaint the students with the basic concepts, tools and techniques of financial management and to train them systematically in their application in business decisions.

1.	Overview of Financial Management	Total Hrs	6

- ❖ Finance as a basic resource
- ❖ Finance as a central function
- ❖ Profit Maximization Vs Wealth Maximization.
- ❖ Role of Finance Manager

2.	Sources of Finance	Total Hrs	6

- ❖ Long term sources
- ❖ Short term sources
- ❖ Share capital-ordinary share, preference share, GDR, ADR
- ❖ Debt – institutional borrowings, debenture, convertible debenture, ECB
- ❖ Retained earnings

3.	Capital structure decisions	Total Hrs	5

- ❖ Debt- equity mix
- ❖ Financial leverage
- ❖ Optimum capital structure

4.	Cost of capital	Total Hrs	6

- ❖ Cost of Debt
- ❖ Cost of preference share
- ❖ Cost of equity
- ❖ Cost of retained earnings
- ❖ Weighted Average Cost of Capital (WACC)

5.	Capital budgeting	Total Hrs	6

- ❖ Capital investments
- ❖ Accounting return and cash flow return
- ❖ Viability tests-Pay Back Period, ARR, Time Value of Money principle, DCF technique, NPV, IRR, Profitability Index
- ❖ Risk analysis of capital investments

6.	Working capital management	Total Hrs	6

- ❖ Investment in current assets
- ❖ Components on current assets – RM inventory, WIP inventory, FG inventory,
- ❖ Debtors, Loans and advances, Cash
- ❖ Working capital cycle
- ❖ Estimating working capital requirements
- ❖ Short term sources of funds – current liabilities- bank borrowings, fixed deposits,
- ❖ Commercial paper
- ❖ Managing the components of current assets

Total hours to be taught	35

Text book (s):	
1.	Prasanna Chandra, " Financial Management", Tata McGraw- Hill Publishing Fourth Edition, 2008

Reference(s):	
1.	I.M.Pandey, "Financial Management", Vikas Publishing House,2006
2.	Ehrhardt and Brigham, "Financial Management Text and Cases", Cengage Learning, 2008
3.	S.N.Maheshwari, "Financial Management", Sultan & Sons, 2008
4.	M.Y.Khan and P.K.Jain, "Financial Management", Tata McGraw Hill, 2008
5.	Rajesh Kothari and Bobby Dutta, "Contemporary Financial Management" , MacMillan 2007
6.	Paresh P.Shah, "Financial Management", Biztantra 2008
7.	P.Periasamy ,"Financial Management ", Tata McGraw Hill 2008
8.	Dr. J.K.Singh ,"Financial Management Text and problems ", Dhanpat Rai & Co 2002

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Course Code	Course Name	Hours / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ES	Total
10 MBA 205	MARKETING MANAGEMENT II	3	0	0	3	50	50	100
Objective(s)	The objective of this course is to enable the students to plan, design and implement marketing strategies to achieve the long-term objectives in a competitive market situation.							

1.	Marketing Management	Total Hrs	7
	❖ The changing marketing environment – Analyzing needs and trends in Macro Environment and Micro Environment – Global Perspective		
2.	Buyer Behaviour	Total Hrs	7
	❖ Concept ❖ Characteristics of consumer and organizational markets ❖ Steps in Buyer decision process		
3.	Online Marketing	Total Hrs	7
	❖ Understanding digital customers ❖ Challenges, Advantages & Disadvantages of Online Marketing		
4.	Customer Relationship Management	Total Hrs	7
	❖ Concept ❖ Importance CRM ❖ Role CRM in Marketing ❖ Benefits		
5.	Key Accounts Management	Total Hrs	7
	❖ Concept ❖ Process ❖ Criteria for selecting the key accounts ❖ Benefits		
Total hours to be taught			35

Text book (s):	
1.	Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithileshwar Jha, "Marketing Management", A South Asian Perspective, Pearson Education India, 14th Edition, 2008
2.	U.C. Mathur, "International Marketing Management", Sage Publications, 2009

Reference(s):	
1.	V.S.Ramaswamy and S.Namakumari, "Marketing Management", Macmillan Publishers India, 2009
2.	Philip Kotler Kevin Keller, "Marketing Management", Pearson Education India, 13th Edition, 2008
3.	Rajan Saxena, " Marketing Management", Tata McGraw-Hill, 4th Edition, 2009
4.	S.A. Sherlekar, "Marketing Management", Himalaya Publishing House, 13th Edition, 2008
5.	Tapan K Panda, "Marketing Management", Text & Cases, Excel Books, 2008
6.	Czimkota, "Marketing Management", Vikas Publishing House (P) Ltd, 2008

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Course Code	Course Name	Hours / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ES	Total
10 MBA 206	HUMAN RESOURCE MANAGEMENT II	3	0	0	3	50	50	100

Objective(s)	This course enables the students to understand the basics of HRM and to familiarize them with the current HR practices

1.	Compensation		Total Hrs	6

❖ Factors influencing employee remuneration
❖ Establishing remuneration plan
❖ Incentives
❖ Benefits and services

2.	Performance Appraisal		Total Hrs	6

❖ Process, methods, Appraisal Problems and solutions

3.	Career Development		Total Hrs	6

❖ Importance
❖ Designing
❖ Components
❖ Career Programs

4.	Employee Empowerment		Total Hrs	6

❖ Importance
❖ Elements
❖ Types

5.	Employee Turnover & Retention		Total Hrs	5

❖ Concept
❖ Reasons for Turnover
❖ Strategies for Retention

6.	E- HRM		Total Hrs	6

❖ Nature & E – HR Activities

Total hours to be taught	35

Text book (s):	
1.	Gary Dessler, "Human Resource Management", Pearson Education, 2009
2.	K.Aswathappa, "Human Resource Management", TMH, 2009

Reference(s):	
1.	Wayne F.Cascio, "Managing Human Resources", TMH, 2008
2.	VSP Rao, "Human Resources Management", Excel Books, 2008
3.	Biswanath Ghosh, "HRD & Management:, Vikas Publishing house Pvt. Ltd, 2008
4.	H. John Bernardian, "Human Resource Management", Tata McGraw Hill, 2007

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Course Code	Course Name	Hours / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ES	Total
10 MBA 207	COMPUTER PROFICIENCY	1	0	1	2	50	50	100
Objective(s)	This course enables the students to learn the basic operations of business computing in practices and apply them in business environment							

1.	Introduction to Computers	Total Hrs	5

Input, Process, Output
- ❖ Input – Keyboard operations
- ❖ Output – Printer operations
- ❖ Windows operation

2.	MS word	Total Hrs	5

- ❖ File creation
- ❖ Editing
- ❖ Merging
- ❖ Managing Tables
- ❖ Hyperlink

3.	MS PowerPoint	Total Hrs	5

- ❖ File Creation
- ❖ Editing
- ❖ Animation
- ❖ Slideshow

4.	MS Excel	Total Hrs	5

- ❖ File creation
- ❖ Built-in-functions
- ❖ Pivot Tables
- ❖ Printing
- ❖ Linking Worksheet & Files

5.	Web Browsing	Total Hrs	5

- ❖ Creating & operating a mail A/C
- ❖ Group mail creation & Operation
- ❖ Downloading files
- ❖ Search Engines
- ❖ File uploading

Total hours to be taught	25

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Course Code	Course Name	Hours / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ES	Total
10 MBA 301	CORPORATE GOVERNANCE	3	0	0	3	50	50	100

Objective(s)	This course enables to create an awareness on Corporate Governance and ethics in different functional areas of business which world help the students in making sound ethical decisions and to implement them in a corporate environment.

1.	Corporate Governance	Total Hrs	6

- ❖ Definition
- ❖ Issues
- ❖ Theories
- ❖ Models
- ❖ Evaluation
- ❖ Differences between Corporate Governance and Corporate Management

2.	Business ethics	Total Hrs	5

- ❖ Introduction
- ❖ Meaning
- ❖ Requirements
- ❖ Need
- ❖ Factors
- ❖ Benefits

3.	Ethical Dilemmas	Total Hrs	2

4.	Ethics Vs Management	Total Hrs	5

- ❖ Morals
- ❖ Law

5.	Whistle blowing	Total Hrs	5

- ❖ Justification of whistle blowing
- ❖ Condition for whistle blowing
- ❖ Developing whistle blowing policy.

6.	Ethics in functional areas	Total Hrs	7

- ❖ Marketing
- ❖ Advertising
- ❖ Finance
- ❖ Occupational health and safety

7.	Global issues	Total Hrs	5

- ❖ Cross cultural issues
- ❖ Computer Ethics
- ❖ IPR

Total hours to be taught	35

Text book (s):	
1.	John. R Boatright, Ethics and the conduct of business, Pearson education, edition, 2005

Reference(s):	
1.	"Business Ethics and Corporate Governance", ICFAI Center for Management Research, Edition 2003.
2.	Manual G. Velasquez, "Business Ethics" concepts and cases, PHI, 6th Edition, 2006
3.	Laura P. Hartman, Perspective in "Business Ethics", Tata McGraw- Hill, 2nd Edition, 2003
4.	Jain.V.K., Om Prakash Biyani, "Business Ethics and communication", Schand & company limited, 1st Edition, 2008

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Course Code	Course Name	Hours / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ES	Total
10 MBA 302	GENERAL COMMERCIAL KNOWLEDGE	3	0	0	3	50	50	100

Objective(s)	The objective of this course is to provide the students with practical legal knowledge of business to become effective business leaders

1.	Law of Contract	Total Hrs	7

- ❖ Essentials of valid contract
- ❖ Offer, Acceptance and Agreement
- ❖ Consideration
- ❖ Performance of the contract
- ❖ Void Contract and Contingent Contract
- ❖ Breach, Damages and compensation.

2.	Law of Partnership	Total Hrs	7

- ❖ Concept and formation of partnership
- ❖ Kinds of Partners
- ❖ Legal relations between partners
- ❖ Rights of Incoming and Outgoing partners
- ❖ Retirement and Expulsion
- ❖ Dissolution of the Firm

3.	Law of Sale of Goods	Total Hrs	7

- ❖ Definition and essentials of a contract of sale
- ❖ Goods and their Classification
- ❖ Sale and transfer of ownership
- ❖ Transfer of title by non owners
- ❖ Unpaid seller and his Rights

4.	Negotiable Instruments Act & Consumer Protection Act1986	Total Hrs	7

- ❖ Characteristics of Negotiable Instruments and its importance
- ❖ Definition of Promissory Note
- ❖ Cheque and Bill of Exchange
- ❖ Holder for value and holder in due course
- ❖ Types of negotiable instruments
- ❖ Legal relation between Banks and customer
- ❖ Rights and duties of collecting and paying bankers
- ❖ Objectives and Scope of the Act
- ❖ Definitions and importance of Major Terms used in the Act
- ❖ Rights of Consumers
- ❖ Remedies available to consumers

5.	Company Act	Total Hrs	7

- ❖ Definition & objectives of the Act
- ❖ Types of company
- ❖ Memorandum of Association
- ❖ Articles of Association
- ❖ Prospectus
- ❖ Borrowing powers
- ❖ Meetings.

Total hours to be taught	35

Text book (s):	
1.	Sathish.B.Mathur, "Business Law", Tata McGraw Hill, 2009

Reference(s):	
1.	Ravinder Kumar, "Legal Aspects of Business", Cengage Learning, 2009.
2.	Bansal C.L, "Business and Corporate Laws", Excel Books, Reprint 2009

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Course Code	Course Name	Hours / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ES	Total
10 MBA 303	COST AND MANAGEMENT ACCOUNTING	2	1	0	3	50	50	100
Objective(s)	The objective of this course is to enable the students to understand the concepts and techniques of cost accounting and to train them in the analysis of cost accounting and financial accounting information to facilitate effective business decisions.							

1.	Basics of cost accounting	Total Hrs	6

- ❖ Objective of cost accounting
- ❖ Cost items
- ❖ Cost concepts
- ❖ Cost classification
- ❖ Hierarchy of cost
- ❖ Preparation of cost sheet

2.	Costing systems	Total Hrs	6

- ❖ Job order costing
- ❖ Contract costing
- ❖ Process costing
- ❖ Joint and by-product costing
- ❖ Unit costing and operating costing

3.	Cost analysis for decision making	Total Hrs	6

- ❖ Absorption costing
- ❖ Marginal costing
- ❖ Cost – volume – profit analysis

4.	Cost control and cost reduction	Total Hrs	5

- ❖ Standard costing and variance analysis
- ❖ Material cost variance
- ❖ Labour cost variance
- ❖ Overhead cost variance
- ❖ One shot cost reduction
- ❖ Dynamic cost reduction

5.	Cost management	Total Hrs	5

- ❖ Activity based costing
- ❖ Target costing

6.	Analysis of Financial Statements	Total Hrs	7

- ❖ Analysis of working
    - Ratio Analysis
    - Fund Flow Analysis
    - Cash Flow Analysis

Total hours to be taught	35

Text book (s):
1.	Jain & Narang, "Financial Accounting Analysis", Kalyani Publishers

Reference(s):
1.	M.Y. Khan S.P. Jain, "Management Accounting", Tata McGraw Hill, 2007.
2.	Jain & Narang, "Cost Accounting", Kalyani publishers, 2005
3.	B.S.Khanna, I.M.Pandey, G.K.Ahuja, M.N.Arora, "Practical Costing", S.Chand Co Ltd, 2009

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		L	T	P	C	CA	ES	Total
10 MBA 304	RESEARCH METHODS FOR MANAGEMENT	2	1	0	3	50	50	100

Objective(s)	This course enables the students to understand the concept and process of research in business environment and realize its applications in various spheres of business research.

1.	Business Research	Total Hrs	4

- ❖ Definitions & Concepts
- ❖ Nature & Scope
- ❖ Types

2.	Research Process, Research Design	Total Hrs	3

3.	Problem Identification	Total Hrs	4

- ❖ Problem Definition
- ❖ Hypothesis Formulation

4.	Data collection Techniques	Total Hrs	4

- ❖ Primary & Secondary Data Collection Techniques

5.	Measurement & Scaling	Total Hrs	4

- ❖ Basic scales
- ❖ Validity Analysis
- ❖ Reliability Analysis
- ❖ Attitude Measurement Scales

6.	Sampling	Total Hrs	4

- ❖ Probability & Non – Probability Sampling
- ❖ Sampling & Non – Sampling errors

7.	Data Preparation	Total Hrs	4

- ❖ Editing, Coding & Tabulation

8.	Data Analysis & Interpretation	Total Hrs	4

- ❖ Multi Regression Analysis
- ❖ Factor Analysis
- ❖ Cluster Analysis
- ❖ Discriminant Analysis
- ❖ Conjoint Analysis

9.	Report Writing	Total Hrs	4

Total hours to be taught	35

Text book (s):
1.	William.A. Zikmund, "Business Research Methods", Thomson's, 2007
2.	C.R.Kothari, "Research Methods & Techniques", New Age International (P) Ltd, 2008

Reference(s):
1.	Rao K.V. "Research methods for management and commerce", Sterling, 2008
2.	Donald R. Cooper and Pamela S, Schinder, "Business Research Methods", Tata McGraw Hill, 2008.
3.	Uma Sekaran, "Research Methods for Business", Wiley Publications, 2008

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Course Code	Course Name		Hours / Week			Credit	Maximum Marks		
			L	T	P	C	CA	ES	Total
10 MBA 305	FINANCIAL MANAGEMENT II		3	0	0	3	50	50	100
Objective(s)	To enable the students to acquire skills in the use of appropriate financial management techniques to deal with complex business situations								

1.	Capital Structure Theory and Policy	Total Hrs	5

- ❖ Net Income Approach
- ❖ Net operating income Approach
- ❖ Traditional Position
- ❖ Modigliani and Miller Position
- ❖ EBIT - EPS Analysis
- ❖ ROI – ROE Analysis
- ❖ Leverage Analysis

2.	Dividend Theory and Policy	Total Hrs	5

- ❖ Models in which investment and dividend decision are related - Walter Model - Gordon model

3.	Valuation of the firm	Total Hrs	5

- ❖ Different methods of valuation
- ❖ Valuation of debenture
- ❖ Valuation of preference share
- ❖ Valuation of equity
- ❖ Valuation of convertible debenture
- ❖ YTM

4.	Risk and return	Total Hrs	5

- ❖ Business risk
- ❖ Financial risk
- ❖ Interest rate risk
- ❖ Systematic and unsystematic risk
- ❖ Risk- return relationship
- ❖ Capital asset pricing model
- ❖ Measuring beta
- ❖ Security market line

5.	Asset Based Financing	Total Hrs	5

- ❖ Hire Purchase
- ❖ Leasing
- ❖ Project Finance
- ❖ Venture Capital

6.	Contemporary Working Capital Management	Total Hrs	5

- ❖ Factoring
- ❖ Securitization
- ❖ Just in time, vendor managed inventory, postponement
- ❖ Treasury management
- ❖ Zero working capital and negative working capital

7.	Budgeting	Total Hrs	5

- ❖ Preparation of budget
- ❖ Flexible budget
- ❖ Budgetary control
- ❖ Zero based budgeting

Total hours to be taught	35

Text book (s):	
1.	Prasanna Chandra, "Financial Management", Tata McGraw- Hill Publishing Fourth Edition, 2008

Reference(s):	
1.	I.M.Pandey, "Financial Management", Vikas Publishing House,2006
2.	Ehrhardt and Brigham, "Financial Management Text and Cases", Cengage Learning, 2008
3.	S.N.Maheshwari, "Financial Management", Sultan & Sons, 2008
4.	M.Y.Khan and P.K.Jain, "Financial Management", Tata McGraw Hill, 2008
5.	Rajesh Kothari and Bobby Dutta, "Contemporary Financial Management" , MacMillan 2007
6.	Paresh P.Shah, "Financial Management", Biztantra 2008
7.	P.Periasamy ,"Financial Management ", Tata McGraw Hill 2008
8.	J.K.Singh ,"Financial Management Text and problems ", Dhanpat Rai & Co 2002

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Course Code	Course Name	Hours / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ES	Total
10 MBA 306	MANAGEMENT INFORMATION SYSTEM	3	0	0	3	50	50	100
Objective(s)	To enable the students to understand the various MIS operating in functional areas of an organization and its relationship with the various activities of the organization.							

1.	Introduction to Information Systems	Total Hrs	7

❖ Information and System Concepts
❖ Information System: Definition & Components
❖ Computer Based Information Systems, Business Information Systems

2.	Hardware & Software	Total Hrs	7

Hardware:
❖ Input, Output, Storage & Operating System

Software:
❖ Application Software & System Software

Network Computers:
❖ Client/Server Systems, Internet and Web applications, Intranet and Extranets.

3.	Database Management Systems	Total Hrs	7

❖ Data Management
❖ Data Modeling, Relational Database Model
❖ Data Definition Language, Data Manipulation Language
❖ Database Applications

4.	Functional Aspects of MIS	Total Hrs	7

❖ Management Information Systems of
  • Financial, Manufacturing, Marketing, Human Resource, Accounting, Geographic
❖ Business Information System: E-Commerce & Mobile-Commerce
❖ Application & Threats
❖ Decision Support System, EIS & MIS

5.	System Development & Enterprise Resource Planning	Total Hrs	7

❖ Overview of Systems development
❖ Systems development life cycles
❖ Factors affecting systems development success
❖ Overview of ERP, Modules of ERP Packages
❖ ERP Implementation

Total hours to be taught	35

Text book (s):	
1.	James O' Brien George M Marakas, "Management Information System", TMH, 2007
2.	Ralph Stair & George Reynolds, "Principles of Information Systems", Thomson Learning, 8th e, 2008

Reference(s):	
1.	Jawadekar, "Management Information System", TMH, 2007
2.	Ashok Arora & Akshaya Bhatia, "Management Information System," Excel books, 2006
3.	G.V.Satya Sekhar, "Management Information System", Excel Books, 2007

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Course Code	Course Name	Hours / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ES	Total
10 MBA 307	ORAL, WRITTEN COMMUNICATION	0	0	2	2	50	50	100

Objective(s)	• To equip the students with effective speaking and listening skills in English • To help them develop their soft skills and people skills, which will make them to excel in their jobs • To enhance students' performance at Placement Interviews, Group Discussions and other recruitment exercises

1.	Art of Public Speaking		Total Hrs	5
	❖ What is Public Speaking, Preparation of Speech, Selecting the talk on the basis of occasion, Timing the speech, Addressing a crowd, Developing general knowledge through reading and other processes			
2.	Management of Meetings		Total Hrs	5
	❖ Types of meetings; Preparation of agenda; Arrangements before meeting, at meetings and post meeting; Conduct and Procedures of Meetings; Minutes Drafting			
3.	Simple Précis Writing and Comprehension		Total Hrs	5
4.	Modes of Communication		Total Hrs	5
	❖ Effective communication and its advantages; Written Communication; Listening skills; Barriers to communication; Telephone/Computer based communication like voice mail; email, SMS etc; Telephone Etiquettes; Dos and Don'ts of Effective Communication			
5.	The Art of Presenting one-self		Total Hrs	5
	❖ Preparation of Curriculum Vitae; Preparation for interviews; Dress Code at Interviews, meetings and elsewhere; Dos and Don'ts at the interview; Conduct at the interview; Personal hygiene; Elementary Body Language, Body Postures and Poise.			

Total hours to be taught	25
Text book (s):	
1. Rizvi M.Ashra, "Effective Technical Communication"	
Reference(s):	
1. Sharan J.Gerson, "Technical Writing – Process Product"	

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			L	T	P	C	CA	ES	Total
10MBA401	STRATEGIC MANAGEMENT		3	0	0	3	50	50	100

Objective(s)	This course enables the students to know about the basic areas of strategic Management, viz. Business level strategy, corporate level strategy, etc.,

1.	INTRODUCTION TO STRATEGIC MANAGEMENT	Total Hrs	5

❖ Meaning
❖ Strategic Management Process
❖ Pitfalls in Strategic Decision Making
❖ Mission, Vision and Major Goals
❖ Corporate governance and Strategy

2.	EXTERNAL ENVIRONMENT	Total Hrs	6

❖ Five Forces Model
❖ Strategic Groups - Competitive Changes During Industry Evolution
❖ Globalization and Industry Structure
❖ National Context and Competitive Advantage

3.	COMPETITIVE ADVANTAGE: RESOURCES, CAPABILITIES, AND COMPETENCIES	Total Hrs	5

❖ Generic Building Blocks of Competitive Advantage
❖ Durability of Competitive Advantage
❖ Avoiding Failure and Sustaining Competitive Advantage

4.	STRATEGIES	Total Hrs	10

❖ Value Chain, Functional Level Strategies
❖ Business Level Strategy
❖ Corporate Level Strategy
❖ Strategy in Global Environment

5.	IMPLEMENTING STRATEGY	Total Hrs	9

❖ Designing Organizational Structure
❖ Designing Strategic Control Systems
❖ Matching Structure and Control to Strategy
❖ Organizational Politics and Power
❖ Organizational Conflict
❖ Change Process

Total hours to be taught	35

Text book (s):	
1.	Charles W.L.Hill Gareth R.Jones, "Strategic Management: An Integrated Approach", Wiley India, 2009

Reference(s):	
1.	Azhar Kazmi, "Business Policy", Tata McGraw Hill
2.	Robert Grant, "Contemporary Strategic Analysis", Blackwell Publication Indian Edition
2.	John A. Pearce Richard B.Robinson, "Strategic Management", Tata McGraw Hill, 2005
3.	Michael A.Hitt Robert E.Hoskisson R.Duane Ireland, "Management of Strategy: Concepts and Cases", Cengage Learning, 2007

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Course Code	Course Name	Hours / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ES	Total
10MBA402	SUMMER PROJECT AND VIVA VOCE	0	0	3	3	50	50	100
Objective(s)	To provide the students practical exposure to the industry and to improve the academic skills and convert theory into practice.							

- The summer Project Work of MBA programme shall be carried out under the supervision of a qualified faculty member.

- Normal duration for the Project Work is 42 calendar days (6 weeks).

- The deadline for submission of the rough draft is the 15th day after the commencement of the Fourth Trimester.

- The last date of submission of the final draft of the Summer Project Work should be intimated 15 days in advance by the Principal/HOD.

- If a candidate fails to submit the project report on or before the specified deadline. He/she is deemed to have failed in the Summer Project Work and shall register for the same in the next year Summer Project.

- The Viva-Voce of the Summer Project Work shall be conducted along with fourth trimester examinations.

- A copy of the approved project report shall be kept in the library of the college.

- The maximum marks for Summer Project Work is 100 marks, consisting of 50 Internal marks and 50 External marks (Viva-Voce).

- The Internal marks shall constitute 30 marks by guide, 10 marks by the Project Coordinator and 10 marks by the HOD.

- The Total marks for Summer Project Work is 100 (Internal Marks – 50 and External Marks – 50)

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Course Code	Course Name	Hours / Week			Credit	Maximum Marks	
		L	T	P	C	CA	ES	Total
10MBA403	SKILL DEVELOPMENT PROGRAMME I	0	0	2	2	50	50	100
Objective(s)	To train the students in various aspects of placement readiness to become employable.						
1.	APTITUDE I				Total Hrs	10	
	❖ Verbal Reasoning ❖ Analytical Reasoning ❖ Data Interpretation ❖ Data Sufficiency						
2.	RESUME WRITING				Total Hrs	5	
	❖ Model Resumes ❖ Resume Preparation						
3.	BUSINESS ETIQUETTE				Total Hrs	5	
	❖ Basic Manners ❖ Body Language						
4.	DOMAIN KNOWLEDGE				Total Hrs	5	
Total hours to be taught						25	
Text book (s):							
1.	RS.Aggarwal, "Quantitative Aptitude", S.Chand & Company, New Delhi						
Reference(s):							
1.	Abhijit Guha, "Quantitative Aptitude", McGraw Hill, 2nd Edition, 2008						
2.	Dr.Ajit Kumar, "MBA Review"						

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Course Code	Course Name	Hours / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ES	Total
10MBA 501	ENTREPRENEURSHIP	3	0	0	3	50	50	100

Objective(s)	The course is designed for those who at some point of their career want to start their own ventures, or run their own family businesses. The major emphasis of the course will be on creating an academic learning system through which management students can acquaint themselves with the special challenges of starting new ventures and introducing new product and service ideas.		
1.	NATURE AND IMPORTANCE OF ENTREPRENEURSHIP	Total Hrs	2

- ❖ Definition of Entrepreneur
- ❖ Evolution of Entrepreneurship
- ❖ Myths of Entrepreneurship
- ❖ Role of Entrepreneurship in Economic Development

2.	ENTREPRENEUR PROFILE	Total Hrs	4

- ❖ Characteristics of an Entrepreneur
- ❖ Entrepreneurial Competencies
- ❖ Innovation and the Entrepreneur

3.	IDENTIFYING AND EVALUATING OPPORTUNITIES	Total Hrs	6

- ❖ Idea Generation
- ❖ Sources of New Ideas
- ❖ Methods of Generating Ideas
- ❖ Opportunity Recognition

4.	FEASIBILITY ANALYSIS	Total Hrs	5

- ❖ Commercial
- ❖ Marketing
- ❖ Economics
- ❖ Investment Decision making Tools

5.	BUSINESS PLAN DEVELOPMENT	Total Hrs	7

- ❖ About Business Plan and its Benefits
- ❖ Developing a Well Conceived Business Plan
- ❖ Elements of Business Plan
- ❖ Presentation of the Business Plan

6.	STRATEGIES FOR GROWTH	Total Hrs	6

- ❖ Strategies for Start-ups
- ❖ Penetration, Market Development, Product Development, Diversification Strategies
- ❖ Implication of Growth for the Firm

7.	SUPPORT SYSTEM FOR ENTREPRENEURIAL VENTURES	Total Hrs	5

- ❖ Government Agencies and Schemes
- ❖ MSME
- ❖ Banks and Financial Institutions
- ❖ EDC, STEP and TBI

Total hours to be taught	35

Text book (s):	
1.	Hisrich, Peters, Shepherd," Entrepreneurship", Tata McGraw Hill, 6th Edition, 2007
Reference(s):	
1.	Jeffry Timmons, Stephen Spinelli, "New Venture Creation", Tata McGraw Hill, 7th Edition, 2009
2.	Kuratko, Hodgetts, "Entrepreneurship in the New Millennium", Cengage Learning, 2009
3.	Edward Blackwell, "How to Prepare a Business Plan", 5th Edition, Kogan Page India, New Delhi
4.	Brian Finch, "How to write a Business Plan", 3rd Edition, Kogan Page India, New Delhi

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Trimester - V								
Course Code	Course Name	Hours / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ES	Total
10MBA502	SKILL DEVELOPMENT PROGRAMME II	0	0	2	2	50	50	100
Objective(s)	To train the students in various aspects of placement readiness to become employable.							

1.	APTITUDE II	Total Hrs	10

✧ Quantitative Ability
✧ Logical Reasoning
✧ Comprehension Passages
✧ General Awareness

2.	GROUP DISCUSSION	Total Hrs	5

✧ GD Guidelines
✧ Mock GD Sessions

3.	INTERVIEW	Total Hrs	5

✧ Interview Guidelines
✧ Mock Interview Sessions

4.	DOMAIN KNOWLEDGE	Total Hrs	5

Total hours to be taught	25

Text book (s):

1. RS.Aggarwal, "Quantitative Aptitude", S.Chand & Company, New Delhi

Reference(s):

1. Prof.Dr.S.Seetharaman, "Placement Guide for Engineers", Sri Sai Publication, Chennai

2. Dr.Ajit Kumar, "MBA Review"

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Course Code	Course Name	Hours / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ES	Total
10MBAEM1	ADVERTISING MANAGEMENT	3	0	0	3	50	50	100

Objective(s)	The objective of this course is to provide a framework for the Advertising – Marketing Communications process. The course examines advertising across variety of media and industries, with particular emphasis on the target consumer.

1.	INTRODUCTION AND OVERVIEW OF ADVERTISING	Total Hrs	6

- ❖ Definition
- ❖ Role and Significance of advertising
- ❖ Economic and Social effects of advertising
- ❖ Role of Advertising in Marketing Mix
- ❖ Organization of advertising department
- ❖ Advertising Agency Management
- ❖ Choosing an ad agency
- ❖ Building and maintaining relationship with ad agency
- ❖ Changing agencies

2.	PLANNING THE ADVERTISING STRATEGY	Total Hrs	8

- ❖ Types of advertisements
- ❖ Advertising Campaign
- ❖ Marketing and Advertising Planning Process
- ❖ Advertising objectives
- ❖ DAGMAR
- ❖ Budgeting

3.	ADVERTISING CREATIVITY	Total Hrs	9

- ❖ Advertising copy
- ❖ Copy writing
- ❖ Types of copy
- ❖ Production of Print and TV advertisements

4.	ADVERTISING MEDIA	Total Hrs	7

- ❖ Print media
- ❖ Television
- ❖ Radio
- ❖ Internet
- ❖ Outdoor Media
- ❖ Media Planning & Scheduling

5.	ADVERTISING EFFECTIVENESS	Total Hrs	3

- ❖ Advertising Research
- ❖ Pre testing and Post testing

6.	ADVERTISING STANDARDS IN INDIA	Total Hrs	2

- ❖ ASCI
  - • Objectives
  - • Functions
  - • Self Regulations
  - • Decisions

Total hours to be taught	35

Text book (s):	
1.	Belch E.George & Belch A.Michael, "Advertising & Promotion", Tata McGraw Hill, 2009

Reference(s):	
1.	O'Guinn, Thomas; Allen, Chris T.; and Semenik, Richard J., "Advertising and Integrated Brand Promotion", Thomson Learning, 2007
2.	Mahendra Mohan, "Advertising Management: Concepts And Cases", Tata McGraw Hill, 1989

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Department	Master of Business Administration		Program code & Name			MBA: Master of Business Administration		
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Course Code	Course Name	Hours / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ES	Total
10MBA EM2	CONSUMER BEHAVIOUR	3	0	0	3	50	50	100
Objective(s)	To familiarize the students with the processes and factors influencing consumer behaviour and implications of these factors in development of Marketing Strategies.							

1.	CONSUMER BEHAVIOUR – AN INTRODUCTION	Total Hrs	6

❖ Concepts
❖ Application of Consumer Behaviour knowledge in Marketing Decision
❖ Approaches to study Consumer Behaviour
❖ Significance of Consumer Behaviour

2.	INTERNAL INFLUENCES	Total Hrs	7

❖ Needs and Motives
❖ Personality
❖ Perception
❖ Learning
❖ Attitude
❖ Life style

3.	EXTERNAL INFLUENCES	Total Hrs	7

❖ Family
❖ Reference group
❖ Opinion leadership
❖ Cultural aspects

4.	CONSUMER DECISION PROCESS	Total Hrs	9

❖ Consumer decision making process
❖ Models of consumer decision process
❖ Nicosia model
❖ Howard Sheth model
❖ Engel-Kollat model

5.	POST –PURCHASE BEHAVIOUR	Total Hrs	6

❖ Post Purchase Behaviour of Consumers
❖ Post purchase dissonance
❖ Factors influencing consumer buying behaviour
❖ Consumerism – consumer protection measures in India

Total hours to be taught	35

Text book (s):	
1.	Leon G. Schiffman, Leslie Lazar Kanuk, "Consumer Behaviour", Pearson Education, New Delhi, 2006

Reference(s):	
1.	David L. Loudon, Albert J Della Bitta, "Consumer Behaviour", McGraw Hill, New Delhi, 2007
2.	Sheth Mittal, "Consumer Behaviour in Indian Context", Goal Gotia Publishing Co, New Delhi, 2002
3.	Henry Assael, "Consumer Behaviour Strategic approach", Biztantra, New Delhi, 2005

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Course Code	Course Name	Hours / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ES	Total
10MBA EM3	RURAL MARKETING	3	0	0	3	50	50	100

Objective(s)	Though Change is Common, some changes seem peculiar and paradoxical. After globalization, our Indian Economy is facing one such a bi-faceted change-a change from national to global on one side and urban to rural on the other side. The main objective of this course is to make the students to know how "ruralise" has become one among the buzz words of this new era viz., globalise, liberalise, privatise and computerize and also focusing on the need and importance of rural marketing

1.	RURAL MARKETING CHARACTERISTICS	Total Hrs	7

✦ Defining rural market
✦ Profile of rural market and rural consumers
✦ Characteristics Specific to rural consumer
✦ Rural marketing opportunities and challenges

2.	RURAL MARKET SEGMENTATION	Total Hrs	7

✦ Rural Market segmentation
✦ Basis of segmentation
✦ Selecting target market
✦ Product positioning in rural markets

3.	RURAL CONSUMER BEHAVIOUR	Total Hrs	7

✦ Rural consumer behaviour
✦ Changing trends
✦ Rural consumer decision making process
✦ Influencing factors

4.	RURAL MARKETING MIX	Total Hrs	7

✦ Products and services
✦ Designing innovative products and services to rural market
✦ Pricing methods
✦ Methods of distribution
✦ Role of cooperative sectors
✦ Public distribution system

5.	COMMUNICATION FOR RURAL MARKET	Total Hrs	7

✦ Designing advertisement campaigns for rural markets
✦ Media choice
✦ Sales promotion techniques
✦ Personal selling and publicity
✦ Impact of information technology on rural communication

Total hours to be taught	35

Text book (s):	
1.	Pradeep Kashyap and Siddhartha raut, "The Rural Marketing", Biztantra, New Delhi, 2004.

Reference(s):	
1.	Ram Kishen, "New Perspectives in Rural and Agriculture Marketing", Jaico Publishing House, Mumbai 2005.
2.	Krishnamachariyula, "Rural Marketing Text of Cases", Pearson Education, 2002. Krishnamachariyula, "Cases in Rural Marketing", Pearson Education, 2003.

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Course Code	Course Name	Hours / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ES	Total
10MBA EM4	SERVICES MARKETING	3	0	0	3	50	50	100

Objective(s)	This course helps to evaluate marketing in service industries and/or organizations with a strong service component. Develop the ability to think critically and strategically about opportunities and issues that emerge in service industries and to confidently apply services marketing concepts and frameworks to formulate solutions.

1.	INTRODUCTION	Total Hrs	6

- ❖ Introduction to Services
- ❖ Services economy
- ❖ Evolution and growth of service sector
- ❖ Nature and scope of services, Characteristics - Classification, Service market potential, Expanded marketing mix for services

2.	DESIGNING NEW SERVICES	Total Hrs	7

- ❖ Levels of service product, Service life cycle
- ❖ New service development, Service blueprinting
- ❖ Physical Evidence and Service scape , Competitive differentiation of services
- ❖ Service positioning strategies, Developing positioning maps
- ❖ Pricing of services
- ❖ Methods and specific issues.

3.	SERVICE QUALITY	Total Hrs	6

- ❖ Gaps Model
- ❖ SERVQUAL analysis, Assessing service marketing opportunities
- ❖ Customer expectations and perceptions of services
- ❖ Service Quality in Retail, Healthcare and Education

4.	SERVICE DELIVERY	Total Hrs	7

- ❖ People in services, Service process
- ❖ Designing communications mix for promoting services
- ❖ Building service customer relationships, Service recovery
- ❖ Role of internal marketing in service delivery.

5.	MARKETING STRATEGIES FOR DIFFERENT SERVICES	Total Hrs	9

- ❖ Healthcare Services, Hospitality Services
- ❖ Tourism Services, Logistics Services
- ❖ Financial Services, Information Technology Services
- ❖ Educational Services, Entertainment Services, Public Utility Services.

Total hours to be taught	35

Text book (s):

1.	Valarie A. Zeithaml, Mary Jo Bitner, Dwayne D. Gremler, Ajay Pandit, "Services Marketing – Integrating Customer Focus Across The Firm", Tata McGraw Hill, 2008

Reference(s):

1.	Helen Woodruff, "Services Marketing", McMillan Publishing Co, 2003
2.	Christopher H.Lovelock, Jochen Wirtz "Services Marketing", Pearson Education, 2004
3.	Christian Gronroos "Services Management and Marketing a 'CRM Approach" John Wiley and sons, 2005

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Course Code	Course Name	Hours / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ES	Total
10MBA EM5	RETAIL MANAGEMENT	3	0	0	3	50	50	100
Objective(s)	Retail Management is designed to address the initial considerations and decisions for establishing and managing a retail store. The course will provide an understanding of retailing and critically analyze the retailing process, the environment within which it Operates, and the institutions and functions that are performed.							

1.	INTRODUCTION	Total Hrs	7

- ❖ Retailing
- ❖ Significance of retailing
- ❖ Opportunities in retailing
- ❖ Retail Management Decision Process
- ❖ Types of retailers

2.	RETAIL STRATEGY	Total Hrs	8

❖Retail Models
❖Target Market and Retail format
❖Building a sustainable competitive advantage
❖Retail Planning Process
❖Retail location
❖Site selection

3.	MERCHANDISE MANAGEMENT	Total Hrs	6

- ❖ Planning merchandise assortment
- ❖ Organising the buying process by categories
- ❖ Setting Objectives
- ❖ Assortment Planning Process
- ❖ Buying merchandise
- ❖ Sourcing
- ❖ Vendor Management.

4.	RETAIL COMMUNICATION	Total Hrs	5

- ❖ Brand building and customer loyalty
- ❖ Method of communication with customers
- ❖ Planning retail communication

5.	STORE LAYOUT DESIGN	Total Hrs	6

- ❖ Store layout – Objectives of good store design
- ❖ Space Planning Merchandise
- ❖ Presentation techniques
- ❖ Atmospherics

6.	RECENT TRENDS IN RETAILING	Total Hrs	3

- ❖ Mall
- ❖ Precision Shopping
- ❖ Globalization in retail trade
- ❖ Retailers Association of India

Total hours to be taught	35

Text book (s):

1.	Michael Levy & Berhon Weitz, "Retailing Management", Tata McGraw Hill, 5th Edition, 2003

Reference(s):

1.	Swapha Pradhan, "Retailing Management", Tata McGraw Hill, 2nd Edition, 2007.

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Course Code	Course Name	Hours / Week			Credit	Maximum Marks	
		L	T	P	C	CA	ES	Total

Course Code	Course Name	L	T	P	C	CA	ES	Total
10MBA EM6	SALES AND DISTRIBUTION MANAGEMENT	3	0	0	3	50	50	100

Objective(s)	To understand basic selling process and different directions relating to sales force management. To provide exposures on sales force management, sales territories, sales quotas and sales budget.

1.	MEANING AND FUNCTION	Total Hrs	8

- ❖ Introduction
- ❖ Meaning and objectives
- ❖ Responsibilities of Sales Managers
- ❖ Sales Management Vs Marketing Management
- ❖ Organization Structures of the Sales Department

2.	SALES FORCE MANAGEMENT	Total Hrs	7

- ❖ Meaning and Importance of Salesmanship
- ❖ Process of Selling
- ❖ Quantitative and Qualitative Planning of Sales Force
- ❖ Selection and Recruitment of Sales Force
- ❖ Motivation and Training of Sales force
- ❖ Compensation, Appraisal of Performance and Promotion
- ❖ Direct and Control of Sales Force

3.	SALES VOLUME AND TERRITORY MANAGEMENT	Total Hrs	7

- ❖ Sales Forecasting
- ❖ Sales Budgets
- ❖ Sales Territories
- ❖ Sales Quotas

4.	SALES PROMOTION	Total Hrs	5

- ❖ Meaning and Objectives
- ❖ Sales Promotion Techniques
- ❖ Direct Marketing

5.	DISTRIBUTION MANAGEMENT	Total Hrs	8

- ❖ Meaning and importance of Distribution Management
- ❖ Functions of Distribution Management
- ❖ Location Analysis
- ❖ Transportation
- ❖ Material Handling, Warehousing
- ❖ Inventory Control, Packaging
- ❖ Order Processing, Customer Service

Total hours to be taught		35

Text book (s):	
1.	Richard R.Still, Edward W.Coundiff, Norman A.P.Govani "Sales Management Decisions Strategies & Cases" , Prentice Hall, 2005

Reference(s):	
1.	P.K.Sahu K.C.Raut, "Salesmanship & Sales Management", Vikas Publication, 2007
2.	Charles M.Futvell "Sales Management , Team work, Leadership and Technology", Thomson Learning, South Western 2003
3.	Ramneek Kapoor "Fundamentals of Sales Management" Mac Millan India (P) Ltd, 2007

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Course Code	Course Name	L	T	P	C	CA	ES	Total
		Hours / Week			Credit	Maximum Marks		
10MBA EM7	BRAND MANAGEMENT	3	0	0	3	50	50	100

Objective(s): To increase the understanding of important issues in planning and evaluating branding strategies across goods and services.

1.	BRANDING – AN INTRODUCTION	Total Hrs	8

- ❖ Definition of a Brand
- ❖ Evolution of Brands
- ❖ Brands Vs Products
- ❖ Significance of Branding
- ❖ Types of a brand
- ❖ Branding Decisions

2.	BRAND ASSOCIATION	Total Hrs	7

- ❖ Brand Vision
- ❖ Brand Ambassadors
- ❖ Brand as a personality, as trading asset
- ❖ Brand positioning, alternatives
- ❖ Brand repositioning

3.	BRANDING IMPACT	Total Hrs	6

- ❖ Branding impact on Buyers, Competitors
- ❖ Brand Loyalty, Loyalty programs
- ❖ Brand Equity
- ❖ Brand Building: Brand Building Process

4.	LEVERAGING BRANDS	Total Hrs	7

- ❖ Brand Extensions, Extendibility
- ❖ Merits and Demerits
- ❖ Line Extensions
- ❖ Co-Branding and Licensing brands

5.	BRAND VALUATION	Total Hrs	7

- ❖ Methods of Valuation
- ❖ Implication for buying and selling brands
- ❖ Branding industrial goods, services
- ❖ Indianisation of foreign brands
- ❖ Taking Indian brands global – Issues and challenges

Total hours to be taught	35

Text book (s):

1. Kevin Lane Keller, "Strategic Brand Management", PHI/Pearson, New Delhi, 2003.

Reference(s):

1. U.C.Mathur, "Brand Management Text & Cases", Macmillan, 2006
2. Dr.S.L.Gupta, "Brand Management", Himalaya, 2007
3. Kap Ferer, Jean Noel, "Strategic Brand Management – Creating and Sustaining Equity in the Long Term", Kogan Page, New Delhi, 2004.
4. Harsh Varma, "Brand Management", Excel Books, New Delhi, 2006.

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Course Code	Course Name	Hours / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ES	Total
10MBA EF1	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	3	0	0	3	50	50	100

Objective(s)	This course is designed with a view to acquaint the students with the working of security market and principles of security analysis and to develop the skills required for portfolio management so as to be able to judge the competitive position of firms in capital market and review the related business decisions.

1.	The Role of Security Markets in Economy	Total Hrs	6

❖ The Organization and Mechanics of Indian security Markets
❖ Various Securities and their Characteristics
❖ Objective of the Security Analysis
❖ Functions of an Organized Security Market, Mechanics of Security Trading

2.	Overview and Types of Security Markets	Total Hrs	8

❖ Functions, Stock Exchanges
❖ Primary and Secondary Market
❖ Role of SEBI with regard to Secondary Markets
❖ Role and Functions of Players and Agencies in the Secondary Market

3.	Fundamental Analysis	Total Hrs	8

Economic Analysis
❖ Economic forecasting and Stock Investment Decisions – Forecasting techniques

Industry Analysis
❖ Industry classification, Industry life cycle

Company Analysis
❖ Measuring earnings, Forecasting earnings
❖ Applied Valuation Techniques – Graham and Dodds Investor ratios
❖ Securities Internal Value and Market Value

4.	Technical Analysis	Total Hrs	8

❖ Charting methods
❖ Market indicators
❖ Trends
❖ Moving Average
❖ Dow Theory
❖ Efficient Market Theory
❖ Random Walk Theory
❖ Rate of change of Momentum
❖ Moving Average Convergence and Divergence (MACD)
❖ Relative Strength Index
❖ Oscillators and scholastics

5.	Portfolio Management	Total Hrs	5

❖ Portfolio Objective
❖ Portfolio Theory
❖ Portfolio Criteria
❖ Portfolio Selection and Diversification
❖ The Shape and the Risk Function (including CAPM Model).
❖ Size of Portfolio
❖ Selection Basis and Readjustment

Total hours to be taught	35

Text book (s):	
1.	Khatri, "Security Analysis and Portfolio Management", Mac Millan, 2010.

Reference(s):	
1.	Herbert B Mayo, "Investments: An Introduction", Thomson Learning, 2008.
2.	Reilly Brown, "Investment Analysis and Portfolio Management", Thomson Learning, 2009.

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Course Code	Course Name	Hours / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ES	Total
10MBA EF2	INDIAN CAPITAL MARKETS	3	0	0	3	50	50	100
Objective(s)	This course is intended to provide students with the theoretical foundation about functions, role and Management of Indian Capital Market.							

1.	CAPITAL MARKET	Total Hrs	6

❖ Reforms and Development
❖ Capital Market Instruments , Process and Players
❖ Market Types and Phases
❖ Concepts of FII and NRI

2.	IPO / PRIMARY MARKET	Total Hrs	7

❖ Market Making
❖ Decision of Capital Structure and Issue Shares to Public
❖ Public Issue Management
  • Pre issue and Post Issue Obligations, Demat, e-IPO
❖ Private placement and Rights Issue
❖ Book Building Process
❖ Underwriting of Securities-Process, Types

3.	SECONDARY MARKET	Total Hrs	8

❖ Stock Exchanges and Functions, Demutualization, Central Listing Authority
❖ ADR, GDR, IDR
❖ Hedging of Securities
❖ Trading Methods
❖ Market Design
  • Membership, Internet Trading, Demat Trading, NSE and BSE Indices, Participants, Listing and Delisting
❖ Market Outcomes
  • Growth and Distribution, Market Movements, Liquidity, Takeovers

4.	REGULATORY ENVIRONMENT	Total Hrs	7

❖ SEBI Act and Regulations, 1992
❖ Securities Contract Regulations Act, 1956
❖ The Depositaries Act, 1996
❖ Regulations of Mutual Fund
❖ International Organization of Securities Commission

5.	CAPITAL MARKET SECURITIES	Total Hrs	7

❖ Equity
❖ Bonds
  • Types of Government Bond and Corporate Bond
  • Infrastructure Bond
❖ Stocks
  • Future Markets
  • Options Markets
  • Interest Rate Derivative Markets
  • Foreign Exchange Derivative Markets
  • Global Derivative Markets
❖ Mutual Funds

Total hours to be taught	35

Text book (s):	
1.	Jeff Madura, " Financial Markets and Institutions", Indian Edition , Cengage Learning

Reference(s):	
1.	MY Khan, "Indian Financial System", Second Edition, Tata McGraw Hill.
2.	N.Gopalasamy, "Capital Market", Second Edition, Macmillan India Ltd.

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Course Code	Course Name	Hours / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ES	Total
10MBA EF3	INTERNATIONAL FINANCIAL MANAGEMENT	3	0	0	3	50	50	100
Objective(s)	To define and measure foreign exchange risk and to identify risk management strategies. To explore and design financial strategies. To integrate the global developments with the changing business environment in India.							

1.	INTERNATIONAL DIMENSIONS OF FINANCIAL MANAGEMENT	Total Hrs	8

❖ International financial system
❖ International financial markets
❖ International monetary system
❖ International risk exposure
❖ Balance of Payment

2.	MANAGEMENT OF EXCHANGE AND INTEREST RATE EXPOSURE	Total Hrs	9

❖ Determinations of foreign Exchange rate
❖ International parity condition: IRP,PPP
❖ International Fisher Effect
❖ Time Factor in International Risk

3.	MANAGEMENT OF RISKS IN INTERNATIONAL TRANSACTIONS	Total Hrs	5

❖ Foreign Exchange Market
❖ Hedging in Derivatives (Future, Options & Swaps)
❖ Exchange Rate risk management

4.	INTERNATIONAL FINANCING	Total Hrs	5

❖ Operations in International money market, FDI, ADR, GDR, ECB, ECP
❖ Operations in Foreign currency market
❖ New instruments in Indian markets such as FRAs,caps,collars

5.	FINANCIAL MANAGEMENT OF MNCS	Total Hrs	8

❖ Overcoming market segmentation and International Diversifications
❖ Cost of Capital & Capital structure of MNC
❖ Multinational Capital Budgeting
❖ Multinational Cash Management
❖ International Taxation

Total hours to be taught	35

Text book (s):	
1.	Eun and Resnick, "International financial Management", 3/e, Tata McGraw Hill, 2003.

Reference(s):	
1.	Eitman, Stonebill & Muffet, "", Multinational Business Finance", Wesley Publishing, 1998.
2.	Reed Click & Joshne Govel, "International financial Management", PHI, 2002.

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Course Code	Course Name	Hours / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ES	Total
10MBA EF4	INSURANCE AND RISK MANAGEMENT	3	0	0	3	50	50	100
Objective(s)	This course is planned to provide an overall view of the insurance operations and administration of an insurance companies especially life and non-life insurance along with their risk management techniques.							

1.	INTRODUCTION TO INSURANCE	Total Hrs	7

- ❖ Principles and Practice of Insurance
- ❖ Nature of Insurance Contracts
- ❖ History and Development of Insurance Intermediaries
- ❖ Insurance Products

2.	MANAGEMENT OF INSURANCE COMPANIES	Total Hrs	7

- ❖ Functions and organizations of Insurers
- ❖ Insurance Pricing
- ❖ Insurance Marketing
- ❖ Reinsurance
- ❖ Insurance Regulatory Authority in India

3.	INSURANCE CLAIM PROCEDURES AND UNDERWRITING PROCESS	Total Hrs	7

- ❖ Underwriting Process
- ❖ Moral Hazard
- ❖ Morale Hazard
- ❖ Physical Hazard
- ❖ Retention
- ❖ Claims Notification and Handlings
- ❖ Surveyors and Loss Assessors
- ❖ Franchise
- ❖ Arbitration

4.	INTRODUCTION TO RISK MANAGEMENT	Total Hrs	7

- ❖ Concept of Risk
- ❖ Risk and Uncertainty
- ❖ Types of Risk facing Businesses and Individuals
- ❖ Risk Management Process
- ❖ Objectives of Risk Management
- ❖ Risk Identification and Measurement
- ❖ Pooling Arrangements and Diversification of Risk

5.	RISK AVERSION AND RISK MANAGEMENT BY INDIVIDUALS AND CORPORATIONS	Total Hrs	7

- ❖ Risk aversion and Demand for Insurance by individuals
- ❖ Business Risk Management and Demand for Insurance
- ❖ Loss Control
- ❖ Risk Management and Shareholder wealth

Total hours to be taught	35

Text book (s):	
1.	Jyotsna Sethi, Nishwan Bhatia, "Elements of Banking and Insurance", PHI, 2009.

Reference(s):	
1.	Gupta R.K., "Insurance and Risk Management", Himalaya Publishing House, 2007.
2.	Harrington Niehaus, "Risk Management and Insurance", Tata McGraw Hill Edition, 2007.

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Course Code	Course Name	Hours / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ES	Total
10MBA EF5	FINANCIAL ENGINEERING	3	0	0	3	50	50	100
Objective(s)	Financial Engineering is essentially a multi-disciplinary field. The development of financial economics in recent years is highly correlated with the development of financial engineering. This course is intended to provide students with the theoretical foundation and basic techniques in the rapidly growing area of financial engineering.							

1.	AN INTRODUCTION TO FINANCIAL ENGINEERING	Total Hrs	5

- ❖ Meaning of Financial Engineering
- ❖ Scope and Tools of Financial Engineering
- ❖ Financial Engineering versus Financial Analysis
- ❖ Where Financial Engineering Fits In
- ❖ Career opportunities for Financial Engineers

2.	FACTORS CONTRIBUTING TO THE GROWTH OF FINANCIAL ENGINEERING	Total Hrs	10

- ❖ The Environmental factors
  - Price Volatility
  - Globalisation of the Markets
  - Tax Asymmetries
  - Technological Advances
  - Advances in Financial Theory
- ❖ Intrafirm factors
  - Liquidity Needs
  - Risk Aversion
  - Agency Costs
  - Quantitative Sophistication and Management Training
  - Accounting Benefits

3.	FINANCIAL ENGINEERING PROCESS	Total Hrs	6

- ❖ Asset/Liability Management
  - The Evolution
  - Concepts
  - The investment banker in Asset/Liability Management
- ❖ Hedging and Related Risk Management Techniques
  - Hedge Ratios and their uses
  - Recent improvements in Hedging Theory

4.	CORPORATE RESTRUCTURING AND THE LBO	Total Hrs	6

- ❖ Corporate Restructuring
  - Expansions
  - Contractions
  - Ownership and control
- ❖ Going Private: The Leveraged Buyout
  - The Economic and Financial Environment
  - The Tools for Going Private
  - Sources of Value in a Leveraged Buyout
- ❖ Typical Leveraged Buyout
- ❖ The Investment Bank in an LBO: The Financial Engineer at Work

5.	ARBITRAGE AND SYNTHETIC INSTRUMENTS	Total Hrs	5

- ❖ Arbitrage from the Ancient to the Modern
- ❖ Synthetic Securities
- ❖ Synthesizing Derivatives
- ❖ The Cash-and-Carry Synthetic
- ❖ Cash-and-Carry in Arbitrage: Enhancing Portfolio Return
- ❖ Creating Synthetic Long Bonds
- ❖ Using Swaps to Synthesize Positions
  - Synthesizing a Dual Currency Bond
  - Synthesizing a Foreign-pay Zero
  - Synthetic Equity
- ❖ Qualitative Differences Between Synthetic and Real Securities

Total hours to be taught	35

Text book (s):	
1.	John F.Marshall&Vipul K. Bansal, "Financial Engineering: A complete Guide to Financial Innovation", Prentice-Hall of India Private Ltd. New Delhi, 2010
Reference(s):	

1.	Gerald a.Fleishcer, Capital Allocation Theory: The Study of Investment Decisions, Appleton-Century-Crofts, Meredity Corporation, New York.

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Course Code	Course Name	Hours / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ES	Total
10MBA EF6	BEHAVIORAL FINANCE	3	0	0	3	50	50	100

Objective(s)	To make the students understand how individuals make financial decisions (Descriptive) and offer guidance on how to improve financial decision making (prescriptive) themselves and others.

1.	INTRODUCTION TO BEHAVIORAL FINANCE	Total Hrs	9

- ❖ Overview of behavioral finance
- ❖ History of behavioral finance
- ❖ Behavioral factors and financial markets

2.	LIMITS TO ARBITRAGE	Total Hrs	7

- ❖ Aggregate market and individual rationality
- ❖ Theory
- ❖ Limits to Arbitrage
- ❖ Applications: Closed end fund pricing, Long Term Capital

3.	THE PSYCHOLOGY OF FINANCIAL MARKETS	Total Hrs	5

- ❖ Equity premium puzzle
- ❖ Volatility puzzle

4.	THE PSYCHOLOGY OF INVESTOR BEHAVIOR	Total Hrs	7

- ❖ Disposition Effect
- ❖ Endowment effect and the availability Heuristic
- ❖ Myopic loss aversion and mental accounting
- ❖ Over confidence and optimism
- ❖ Emotions and decision making

5.	BEHAVIORAL CORPORATE FINANCE	Total Hrs	7

- ❖ Corporate decisions on capital structure and dividend policy
- ❖ Merger and acquisitions and the winner's course, M&A Waves and its market timing
- ❖ IPO Underpricing

Total hours to be taught	35

Text book (s):	
1.	Andrei Shleifer, "Inefficient Markets: An Introduction to Behavioral Finance", Oxford University Press

Reference(s):	
1.	Hersh Shefrin, "Behavioral Corporate Finance", McGraw Hill
2.	Lawrence E. Lifson & Richard A.Geist, "The Psychology of Investing", John Wiley & Sons, Inc.
3.	Ari kiev, "The psychology of risk", John Wiley & Sons, Inc.

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Course Code	Course Name	Hours / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ES	Total
10MBA EF7	FINANCIAL DERIVATIVES	3	0	0	3	50	50	100
Objective(s)	It aims to develop an understanding of the importance of financial derivatives and the institutional structure of the markets on which they are traded as well as developing the analytical tools necessary to price such instruments.							

1.	INTRODUCTION	Total Hrs	6

- ❖ Definition and Types
- ❖ Forward Contracts, Futures Contracts
- ❖ Options, Swaps
- ❖ Differences between Cash and Future Markets
- ❖ Uses and Advantages of Derivatives
- ❖ Risks in Derivatives

2.	FUTURES CONTRACT	Total Hrs	8

- ❖ Specification and Margin requirements
- ❖ Hedging using Futures
- ❖ Types of Futures contracts
- ❖ Trading Mechanism
- ❖ Clearing and Settlement System
- ❖ Pricing of futures
- ❖ Relationship between Future prices, Forward prices and Spot prices

3.	OPTIONS	Total Hrs	8

- ❖ Exchange Traded Options
- ❖ Specifications of Options
- ❖ Call and Put Options
- ❖ American and European Options
- ❖ Intrinsic Value and Time Value of Option
- ❖ Options pricing models
- ❖ Differences between Future and Option

4.	SWAPs	Total Hrs	8

- ❖ Interest Rate SWAP
- ❖ Currency SWAP
- ❖ Role of Financial Intermediary
- ❖ Warehousing
- ❖ Valuation of Interest rate SWAPs and Currency SWAPs Bonds and FRNs
- ❖ Credit risk

5.	DERIVATIVES IN INDIA	Total Hrs	5

- ❖ Evolution of Derivatives Market in India
- ❖ Regulations, Framework, Exchange trading in Derivatives
- ❖ Commodity Futures
- ❖ Contract Terminology and Specifications for stock Options and Index Options in NSE

Total hours to be taught	35

Text book (s):	
1.	S.L.Gupta, " Financial Derivatives", PHI Publication, 2009

Reference(s):	
1.	David A. Dubosfsky and Thomas W Miller Jr., "Derivatives: Valuation and Risk Management", Oxford University Press.
2.	Don M.Chance Robert Brooks, " Derivatives and Risk Management Basis", Cengage Learning, 2008
3.	S.S.S.Kumar, " Financial Derivatives", PHI Publication, 2007

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Course Code	Course Name	Hours / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ES	Total
10MBA EH1	INDUSTRIAL RELATIONS AND LABOUR WELFARE	3	0	0	3	50	50	100

Objective(s)	The objective of this course is to expose the students to the theories of Industrial relations, conflicts, welfare, safety and collective bargaining. The requirement of industrial relation is essential in HR and it also gives an in-depth knowledge in these areas.

1.	INDUSTRIAL RELATIONS	Total Hrs	5

- ❖ Concepts
- ❖ Importance
- ❖ Industrial Relations Problems
- ❖ Growth of Trade unions
- ❖ Codes of conduct – operation of the Act

2.	INDUSTRIAL CONFLICTS	Total Hrs	10

- ❖ Disputes
- ❖ Impact
- ❖ Causes
- ❖ Strikes
- ❖ Prevention of Strike
- ❖ Industrial Peace
- ❖ Government Machinery
- ❖ Conciliation-Arbitration
- ❖ Adjudication

3.	LABOUR WELFARE	Total Hrs	7

- ❖ Concept
- ❖ Objectives
- ❖ Scopes
- ❖ Need
- ❖ Voluntary Welfare Measures
- ❖ Statutory Welfare Measures
- ❖ Labour Welfare Funds
- ❖ Education and Training Schemes

4.	INDUSTRIAL SAFETY	Total Hrs	8

- ❖ Causes of Accidents
- ❖ Prevention
- ❖ Safety Provision
- ❖ Industrial Health and Hygiene
- ❖ Importance of Counseling

5.	COLLECTIVE BARGAINING	Total Hrs	5

- ❖ Meaning
- ❖ Characteristics
- ❖ Need
- ❖ Importance
- ❖ Process
- ❖ Causes for failure of Collective Bargaining

Total hours to be taught	35

Text book (s):	
1.	Memoria C.B and Sathish Mamoria, "Dynamics of Industrial Relations", Himalaya Publishing, New Delhi, 1998

Reference(s):	
1.	Dwivedi.R.S, "Human Relations & Organisational Behaviour", Macmillan India Ltd, New Delhi, 1997
2.	Pylee.M.V. and Simon George, "Industrial Relations and Personnel Management", Vikas Publishing House (P) Ltd., New Delhi, 1995

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Course Code	Course Name	Hours / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ES	Total
10MBA EH2	ORGANIZATIONAL DESIGN AND DEVELOPMENT	3	0	0	3	50	50	100
Objective(s)	To enable students to learn contemporary thinking about organization design, development, culture and change with classic ideas and theories.							

1.	THE ORGANIZATION		Total Hrs	7

- ❖ Meaning of Organization
- ❖ Organization's value creation model
- ❖ Reason for existence of organizations
- ❖ Measuring organizational effectiveness: The external resources approach
- ❖ The internal systems approach
- ❖ The technical approach

2.	ORGANIZATIONAL DESIGN		Total Hrs	10

- ❖ Concept of organizational design
- ❖ Basic challenges of organizational design: Differentiation
- ❖ Integration
- ❖ Balancing differentiation and integration
- ❖ Balancing centralization and decentralization
- ❖ Balancing standardization and mutual adjustment
- ❖ Mechanistic and Organic organizational structures
- ❖ The contingency approach to organizational design

3.	DESIGNING ORGANIZATIONAL STRUCTURE		Total Hrs	7

- ❖ Meaning of organizational structure
- ❖ Designing organizational structure: Authority and Control, Specialization and Coordination
- ❖ Creating and managing organizational culture.

4.	ORGANIZATIONAL DESIGN, COMPETENCES, AND TECHNOLOGY		Total Hrs	6

- ❖ Concept of technology
- ❖ Technical Complexity: The Theory of Joan Woodward, Routine and Complex Tasks: The Theory of Charles Perrow, Task Interdependence: The Theory of James D. Thompson.

5.	ORGANIZATIONAL DEVELOPMENT		Total Hrs	5

- ❖ Organizational Development Concept
- ❖ Process of Organizational Development
- ❖ Organizational Development Techniques

Total hours to be taught		35

Text book (s):	
1.	Gareth R. Jones, "Organizational Theory Design & Change" , Pearson Education, 2004

Reference(s):	
1.	Madhukar Shukla, "Understanding Organizations – Organizational Theory & Practice in India", Prentice Hall of India, 2005
2.	Adrian Thorn Hill, Phil Lewis Mike Mill More and Mark Saunders, "Managing Change A Human Resources Strategy Approach", Wiley, 2005
3.	Robbins "Organization Theory, Structure Design & Applications" , Prentice Hall of India , 2005
4.	Thomas G. Cummings, Christopher G. Worley, "Organization Development and Change", Cengage Learning, 2009

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Course Code	Course Name	Hours / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ES	Total
10MBA EH3	COMPETENCY MAPPING	3	0	0	3	50	50	100
Objective(s)	To provide theoretical and application oriented inputs of competency mapping and develop mapped competencies.							

1.	CONCEPT OF COMPETENCY	Total Hrs	3

- ❖ Definitions
- ❖ Components of Competency
- ❖ History and Origin of term Competency
- ❖ Need for Competency Mapping

2.	COMPETENCY CATEGORIES	Total Hrs	7

- ❖ Threshold Competencies
- ❖ Differentiating Competencies
- ❖ Generic or Key Competencies
- ❖ Functional or Technical Competencies
- ❖ Leadership or Managerial Competencies

3.	STEPS IN DEVELOPING COMPETENCY MODELS	Total Hrs	12

- ❖ Introduction to Competency Modeling
- ❖ Steps in Developing Competency Model
- ❖ Various Competency Models

4.	COMPETENCIES ASSESSMENT	Total Hrs	8

- ❖ Competencies Assessment (Gap Analysis)
- ❖ Strategies to address the gaps
- ❖ Integration of Competency Model
- ❖ Re-assess Competencies
- ❖ Evaluation of competency programmes

5.	APPLICATION OF COMPETENCY MAPPING	Total Hrs	5

- ❖ Fields of Application
  - • Selection, Recruitment and Training
- ❖ 360˚ Feedback and its Application

Total hours to be taught	35

Text book (s):	
1.	R.K.Sahu, " Competency Mapping", Excel Books, 2009

Reference(s):	
1.	Ganesh Shermon, "Competency based HRM", Tata McGraw Hill Publishing, 2008
2.	Radha Sharma, "360 Degree Feedback, Competency Mapping and Assessment Centre for Personal & Business Development", TMH, 2002

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Course Code	Course Name	Hours / Week			Credit	Maximum Marks	
		L	T	P	C	CA	ES	Total
10MBA EH4	PERFORMANCE MANAGEMENT	3	0	0	3	50	50	100

Objective(s)	To inculcate the knowledge of performance management, performance appraisal & Potential appraisal.			
1.	INTRODUCTION TO PERFORMANCE MANAGEMENT	Total Hrs	4	
	❖ Definitions of Performance Management ❖ Objectives ❖ Benefits ❖ Challenges to Performance Management ❖ Elements of effective Performance Management.			
2.	PERFORMANCE MANAGEMENT SYSTEM	Total Hrs	8	
	❖ Concept ❖ Objectives ❖ Elements of PMS ❖ Characteristics of effective PMS ❖ Competency based PMS			
3.	PERFORMANCE MANAGEMENT PROCESS	Total Hrs	8	
	❖ Performance planning: Meaning ❖ Objectives - Methodologies - Process - Barriers - Characteristics of effective performance plan ❖ Performance appraisal: Definition ❖ Process - Methods - Common rating errors and pitfalls of appraisal - Elements of good appraisal system			
4.	PERFORMANCE MONITORING AND COUNSELING	Total Hrs	7	
	❖ Performance Counseling: Definition – Principles- Counseling skills ❖ Performance Monitoring: Concept - Objectives - Process - Mentoring and Protégé development ❖ Performance management documentation ❖ Performance management audit			
5.	IMPLEMENTING PERFORMANCE MANAGEMENT	Total Hrs	8	
	❖ Introduction ❖ Bottlenecks ❖ Strategies for effective implementation ❖ Balanced Score Card ❖ Performance management linked to reward systems ❖ Role of HR professionals in performance management			
Total hours to be taught			35	
Text book (s):				
2.	A.S.Kohli, Tapomoy Deb, "Performance Management", Oxford University Press, 2009.			
Reference(s):				
1.	Aguinis, "Performance Management", Prentice Hall, 2005			
2.	Sahu R.K, "Performance Management System", Excel Books, 2006			
3.	Srinivas R. Kandula, "Performance Management: Strategic, Intervention, Drives", Prentice Hall, 2006			

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Course Code	Course Name	Hours / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ES	Total
10MBA EH5	STRATEGIC HUMAN RESOURCE MANAGEMENT	3	0	0	3	50	50	100

Objective(s)	To make the students to understand the concepts of strategic HRM. This gives the chance to apply the real time exposures and the concepts in various fields. It deals all areas of Human Resources Management in a strategic way like Human Resources Planning, design and redesign the work, Motivation of human resources, Compensation, Labor relations, Employee separation and performance management, etc.

1.	INTRODUCTION TO STRATEGIC HRM	Total Hrs	6

- ❖ Strategic HRM and corporate strategy
- ❖ Challenges in SHRM
- ❖ Role of Strategic HR in Merger and Acquisition

2.	HRP AND DESIGN	Total Hrs	8

- ❖ Human Resource Planning
- ❖ Design and redesign of work systems
- ❖ Organizational culture

3.	IMPLEMENTATION OF STRATEGIC HRM	Total Hrs	7

- ❖ Motivation of human resources
- ❖ Staffing
- ❖ Performance management and feedback

4.	STRATEGIC PAY AND EMPLOYEE RELATION	Total Hrs	7

- ❖ Impact of organizational Restructuring on Human resources
- ❖ Compensation / Bench Marking
- ❖ Labor relations
- ❖ Employee Separation

5.	GENERAL STRATEGIC HRM	Total Hrs	7

- ❖ Global Human Resources Management
- ❖ Corporate Ethics and Values
- ❖ Strategies for nurturing employee engagement
- ❖ Contemporary Issues in SHRM – Leadership

Total hours to be taught		35

Text book (s):	
3.	Jeffrey A. Mello , "Strategic Human Resource Management" , Thomson Learning.

Reference(s):	
1.	K.Prasad , "Strategic Human Resource Management Text and Cases", Macmillan India Ltd.
2.	Michael Armstrong, "Strategic Human Resource Management", Koga Paye, 2nd Edition, 2005

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Course Code	Course Name	Hours / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ES	Total
10MBA EH6	TRAINING AND DEVELOPMENT	3	0	0	3	50	50	100

Objective(s)	To develop knowledge on various approaches and methods of Training & development. Expose the students to various training methods followed in the organization.

1.	CONCEPT OF TRAINING	Total Hrs	4

- ❖ Definition, Meaning
- ❖ Role, Need for training, Objectives of training
- ❖ Steps in training, process
- ❖ Identification of job competencies

2.	TRAINING NEED ASSESSMENT	Total Hrs	6

- ❖ Criteria for identifying training needs
- ❖ Levels of Training Needs
- ❖ Person analysis, Task analysis, Organization analysis
- ❖ Assessment of training needs
- ❖ Methods and Process of needs assessment

3.	CAREER DEVELOPMENT	Total Hrs	3

- ❖ Introduction to Career Development –Concepts, Definitions
- ❖ Stages of Career Development
- ❖ Career Development and Organization Strategy
- ❖ Career Paths, Transitions and Plateaus

4.	DESIGNING AND IMPLEMENTING	Total Hrs	6

- ❖ Key Consideration in Designing
- ❖ Check List for Designing a Training Programme
- ❖ Methods and techniques of training
- ❖ Designing a training module

5.	MANAGERIAL DEVELOPMENT	Total Hrs	5

- ❖ Concept
- ❖ Definition
- ❖ Nature Scope and Objectives
- ❖ Methods of Executive Development

6.	EVALUATION OF TRAINING AND DEVELOPMENT	Total Hrs	8

- ❖ Evaluating effectiveness of training and development
- ❖ Need for Result Based Training and Development
- ❖ Levels of Training and Evaluation

7.	EMERGING TRENDS	Total Hrs	3

- ❖ Problems and pitfalls in training and development
- ❖ Training practices in organizations
- ❖ Contemporary Development in Training and Development

Total hours to be taught	35

Text book :

1. Dr.B.Rathan Reddy, "Human Resource Training & Development Strategy", Himalaya Publication, 2008

Reference(s):

1. Raymond Noe, "Employee Training & Development", McGraw Hill, 2007
2. R.K. Sahu, "Training for Development", Excel Books, 2003.
3. Ganesh Shermon, "Competency based HRM", Tata McGraw Hill Publishing, 2008

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Course Code	Course Name	Hours / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ES	Total
10MBA EH7	CHANGE MANAGEMENT	3	0	0	3	50	50	100
Objective(s)	The challenges of Change management and implementing intervention strategy is stressed in this course and it shall help the students to have better understanding of change. The student shall be exposed to the current scenarios in change management and prepare them to handle change better.							

1.	INTRODUCTION TO CHANGE MANAGEMENT	Total Hrs	2
	❖ Complexity of Change ❖ Change Management in Merger and Acquisition		
2.	ANTICIPATING CHANGE	Total Hrs	3
	❖ Link to Strategy initiating Change ❖ Strategic Planning Process, progress for change ❖ Mindset to change, awareness of responses		
3.	THEORIES AND MODULES OF CHANGE	Total Hrs	8
	❖ The degree of change ❖ Types of organizational change ❖ Change Strategy Modules		
4.	PLANNING AND EVALUATING CHANGE	Total Hrs	4
	❖ Planning, evaluation for the future the pathway incorporating new activities ❖ Planning and improving methodologies ❖ Creating a change management plan		
5.	ORGANIZATIONAL CULTURE AND CHANGE	Total Hrs	4
	❖ Organizational Culture, the cultural web rituals and routines ❖ Status of organizational culture, incorporating organizational culture into a change plan		
6.	RESPONSES	Total Hrs	4
	❖ Responses to change, strategies for overcoming responses to change ❖ Incorporating responses into the change management plan ❖ Leading change, change leader or change manager ❖ Incorporating leadership into the change management plan		
7.	CHANGE ROLES AND MEASURING ACHIEVEMENT	Total Hrs	10
	❖ Change Sponsors, Change Agents, Change Allies ❖ Change Advocates ❖ The role of Management, mid course corrections ❖ Celebrating milestones, types of measures		
Total hours to be taught			35

Text book (s):	
1.	Harigopal," Management Of Organizational Change: Leveraging Transformation" Sage Publications, 2006.

Reference(s):	
1.	Linda Holbeche, "Understanding Change – Theory, Implementation and Success", Elsevier, 2006.
2.	Cummings & Worley, "Organisation Development & Change", Thomson, South-Western, Seventh Edition, 2005.

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Course Code	Course Name	Hours / Week			Credit	Maximum Marks	
		L	T	P	C	CA	ES	Total

Course Code	Course Name	L	T	P	C	CA	ES	Total
10MBA ES1	DECISION SUPPORT SYSTEMS	3	0	0	3	50	50	100

Objective(s)	The objective of this course is to expose the students to the theories of decision support system, model management, data management & dialog management. This course will help the students to develop the DSS for an organization.

1.	DECISION SUPPORT SYSTEM	Total Hrs	6

- ❖ Decision Concept
- ❖ Steps, Decision Support System
- ❖ Components, Characteristics
- ❖ Classification and Application

2.	MODEL MANAGEMENT	Total Hrs	12

- ❖ Models, Modeling Process, Types of Models
- ❖ Optimization, Simulation, Heuristic, Descriptive and Predictive
- ❖ Model Base Management System

3.	DATA MANAGEMENT SYSTEMS	Total Hrs	7

- ❖ Database
- ❖ Sources of Data
- ❖ Data Directory
- ❖ Data Structure and Database Languages
- ❖ Query Facility
- ❖ Data Management System
- ❖ DBMS as DSS Development Tool

4.	DIALOG MANAGEMENT	Total Hrs	5

- ❖ User Interface
- ❖ Graphics, Multimedia
- ❖ Visual Interactive Modeling-Natural Languages Processing
- ❖ Speech Recognition and understanding
- ❖ Issues in user interface

5.	DEVELOPMENT OF DECISION SUPPORT SYSTEM	Total Hrs	5

- ❖ Development Process
- ❖ Software and Hardware
- ❖ Implementation and Integration
- ❖ Testing and Validation

Total hours to be taught	35

Text book (s):

1.	Efraim Turban and Jay E Aronson, "Decision Support Systems and Intelligent Systems", Prentice Hall International, 1998

Reference(s):

1.	Janakiraman V.S. and Sarukesi.K, "Decision Support Systems", Prentice Hall of India, 1999
2.	Lofti, "Decision Support System and Management", McGraw Hill , 1996
3.	Marakas, "Decision Support System", Prentice Hall International Paper back Edition, 1998

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Course Code	Course Name	Hours / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ES	Total
10MBA ES2	E-COMMERCE MANAGEMENT	3	0	0	3	50	50	100

Objective(s)	This course will enable the students to have a better understanding of utilizing electronic medium for all business activities of an organization.

1.	OVERVIEW OF ECOMMERCE TECHNOLOGY	Total Hrs	6

- ❖ What is Electronic Commerce
- ❖ Benefits of E-commerce
- ❖ Types of e-commerce technology
- ❖ Types of e-business models and Markets

2.	DESIGNING & BUILDING E-COMMERCE WEB SITES	Total Hrs	12

- ❖ Elements of e-commerce
- ❖ Mobile commerce
- ❖ Enhancing a web sever with ecommerce application development

3.	IMPLEMENTING & MANAGING E-COMMERCE WEB SITES	Total Hrs	7

- ❖ Building an effective e-business strategy
- ❖ E-business requirements for rapid application development
- ❖ Types of security technologies
- ❖ Transaction security

4.	ELECTRONIC PAYMENT TECHNOLOGY	Total Hrs	5

- ❖ Payment Technology issues
- ❖ Electronic payment methods through smart cards
- ❖ Electronic payment systems
- ❖ Digital currencies

5.	E-COMMERCE SOLUTIONS AND FUTURE DIRECTIONS	Total Hrs	6

- ❖ International e-commerce solutions
- ❖ E-Service
- ❖ Business to business and Business to consumer
- ❖ Integrating Brick and Motor Model with E-Commerce

Total hours to be taught	35

Text book (s):	
1.	Pete Loshin, John Vacca, "Electronic Commerce", 4th edition, Firewall Media, 2008

Reference(s):	
1.	Elias M.Awad, "Electronic Commerce from Vision to Fulfillment" PHI, 2002
2.	Efraim Turban , Pavid King, Jac Lee, "Electronic Commerce : A Managerial Perspective", 3rd edition, Prentice Hall 2004

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Course Code	Course Name	Hours / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ES	Total
10MBA ES3	ENTERPRISE RESOURCE PLANNING	3	0	0	3	50	50	100
Objective(s)	To understand how business processes are mapped (translated) into enterprise system software and how managerial decisions integrate across disciplines. To develop working knowledge of enterprise system modules to enable efficient navigation and information access for management.							

1.	ENTERPRISE RESOURCE PLANNING –INTRODUCTION	Total Hrs	6
	❖ What is ERP ❖ Need of ERP ❖ Advantages of ERP ❖ Growth of ERP ❖ Systems and Technology Background		
2.	ERP SYSTEMS	Total Hrs	7
	❖ ERP Data Input ❖ ERP Output Capabilities		
3.	DECIDING TO GO ERP	Total Hrs	7
	❖ ERP Choice ❖ In-House or Outsource		
4.	CHOOSING AN ERP SYSTEM	Total Hrs	7
	❖ Designing ERP Systems ❖ Business Process change vs ERP Software change ❖ Designing ERP Systems: Choosing Standard Models, Artifacts, and Processes		
5.	IMPLEMENTING ERP SYSTEMS	Total Hrs	8
	❖ Big Bang versus Phased and implementation ❖ Requirements, System Choice, and Implementation Approach ❖ ERP System Maintenance		
Total hours to be taught			35

Text book (s):	
4.	O;Leary, "Enterprise Resource Planning Systems: Systems, Life Cycle, Electronic Commerce, and Risk", Cambridge University Press, 2000
Reference(s):	
1.	David L. Olson , "Managerial Issues of Enterprise Resource Planning Systems", McGraw-Hill Higher Education, 2004
2.	F. Robert Jacobs and D. Clay Whybark , "Why ERP? A Primer on SAP Implementation", McGraw-Hill Higher Education, 2000
3.	Garg & Venkitakrishnan, "ERP: By Leon, ERP Concepts and Planning" Prentice Hall of India Pvt Ltd.

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Course Code	Course Name	Hours / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ES	Total
10MBA ES4	SOFTWARE PROJECT MANAGEMENT	3	0	0	3	50	50	100
Objective(s)	This course focuses on developing software projects which is about three dimensions of people, technology and the interactions between them, particularly when the team is geographically distributed.							

1.	INTRODUCTION	Total Hrs	8

- ❖ Product Life Cycle
- ❖ Project Life Cycle Models
- ❖ Process Models

2.	MEASUREMENT AND QUALITY ASSURANCE	Total Hrs	7

- ❖ Metrics
- ❖ Software Quality Assurance
- ❖ Risk Management

3.	PROJECT MANAGEMENT PROCESSES AND ACTIVITIES	Total Hrs	8

- ❖ Project Initiation
- ❖ Project Planning and Tracking
- ❖ Project Closure

4.	DESIGN AND DEVELOPMENT PHASE	Total Hrs	7

- ❖ Technology Choice/Constraints
- ❖ Design to Standards
- ❖ Challenges during design & Development phase
- ❖ Testing & Types of Test
- ❖ Management Issues during the maintenance phase

5.	EMERGING TRENDS	Total Hrs	5

- ❖ Globalization Issues in Project Management
- ❖ Impact of internet on project Management
- ❖ CMM, PCMM

Total hours to be taught	35

Text book (s):	
1.	Gopalaswamy Ramesh, "Managing Global Software Projects", Tata McGraw-Hill Publishing, 2002

Reference(s):	
1.	Grady Booch, "Object Oriented Analysis and Design", 2nd Edition, Addison Wesley 1994
2.	W.A. Babich, "Software configuration Management", Addison Wesley, 1986
3.	Mark J.Barraenchea, "eBusiness or out of Business", McGraw Hill, 2001

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Course Code	Course Name	Hours / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ES	Total
10MBA ES5	DATABASE MANAGEMENT SYSTEM	3	0	0	3	50	50	100
Objective(s)	To study the fundamentals of Database system and models. To study the operation and management of data warehousing, query processing, Concurrency Management, Distributed Databases, Controls, Recovery, Security, Back-up.							
1.	INTRODUCTION				Total Hrs	8		
	❖ Database Systems ❖ Definition, Components, Advantages ❖ Objectives, Evolution							
2.	MODELS				Total Hrs	7		
	❖ DBMS Architecture ❖ Associations, Relationships ❖ Mappings between Abstractions ❖ Generalization, Classifications, Conceptual Data modeling ❖ File Organization, Data Structure ❖ Data Models - HDBMS, NDBMS - RDBMS, OODBMS							
3.	DATABASE DESIGN				Total Hrs	8		
	❖ Relational Data Model ❖ Relational Algebra, ER diagrams, Data Dictionary ❖ Normalisation, Boyce Codd Normal forms, Integrity ❖ Relational Database Languages ❖ Database administration, File Structures and Indexing							
4.	OBJECT MODELING				Total Hrs	7		
	❖ Object oriented concepts ❖ Structure, Models and Databases, Object life cycle modeling ❖ Objects, Classes, Patterns, Object interaction modeling ❖ Object Oriented Design, UML							
5.	OPERATIONS AND MANAGEMENT				Total Hrs	5		
	❖ Client / Server and Databases ❖ Data Warehousing, Query Processing ❖ Concurrency Management, Heterogeneous and Homogenous Systems ❖ Distributed Databases, Controls ❖ Atomicity, Recovery, Security, Back-up and Recovery							
Total hours to be taught						35		
Text book (s):								
1.	Gary W.Hansen and James V.Hansen, "Database Management and Design", Prentice Hall, 1996							
Reference(s):								
1.	JeffreyA.Hoffer, Mary B.Prescott, Fred R.Mcfadden, "Modern Database Management" Prentice Hall, 6th Edition, 2002							
2.	Elmasri-Navathe, "Fundamentals of Database Systems", Addison-Wesley, 4th Edition, 2007							
3.	Carlo Batini, Stefano Ceri and Sham Kant B.Navathe, "Conceptual Database Design- An Entity Relationship Approach", Benjamin Cummings Publishing, 1992							
4.	Bipin C.Desai, "An Introduction to Database Systems", Galfothia Publication, 1996							

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Course Code	Course Name	Hours / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ES	Total
10MBA ES6	SYSTEM ANALYSIS AND DESIGN	3	0	0	3	50	50	100

Objective(s)	This course will make the students be familiar with the concepts of a system To develop and implement an information system in an organization To identify the processing needs of the organization

1.	INTRODUCTION	Total Hrs	6

- ❖ The System Concept, Characteristics
- ❖ Elements and Types of a system
- ❖ The System Development Life Cycle
- ❖ Prototyping
- ❖ The Role of System Analyst

2.	SYSTEM PLANNING	Total Hrs	6

- ❖ Initial Investigation Information Gathering
- ❖ Information gathering tools

3.	STRUCTURED ANALYSIS	Total Hrs	7

- ❖ Tools of Structured Analysis
- ❖ DFD, Data Dictionary, Decision tree and Pseduo Codes, Decision Tables
- ❖ Cost Benefit Analysis

4.	THE PROCESS AND STAGES OF SYSTEM DESIGN	Total Hrs	5

- ❖ Design methodologies
- ❖ Development activities
- ❖ Input design, Output design, Forms design

5.	FILE STRUCTURE	Total Hrs	6

- ❖ File organization, objectives of database
- ❖ System Testing and Quality Assurance

6.	IMPLEMENTATION	Total Hrs	5

- ❖ Implementing and software maintenance
- ❖ Combating resistance to change
- ❖ Post-implementation review
- ❖ Software maintenance

Total hours to be taught	35

Text book (s):

1.	Elias M. Awad, "System Analysis and Design", Galgotia Publications (P) Ltd

Reference(s):

1.	V.K.Kapoor , "Information Technology & Computer Applications", Sultan Chand.
2.	Perry Edwards, "System Analysis and Design", International Ed., McGraw Hill Publications.

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Course Code	Course Name	Hours / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ES	Total
10MBA ES7	DATA WAREHOUSING AND DATA MINING	3	0	0	3	50	50	100
Objective(s)	To identify the use of Data Warehousing and Data Mining in different business applications. To identify the different architectures and models.							

1.	INTRODUCTION	Total Hrs	5

- ❖ Introduction to Data Warehouse
- ❖ Data Warehouse Architecture
- ❖ On-Line Transaction Processing (OLTP) Architecture
- ❖ Top-down, Bottom-up, Centralized Architecture
- ❖ Data Marking

2.	DATA WAREHOUSE PROCESS	Total Hrs	7

- ❖ Meta Data Process
- ❖ Star and Snowflake Schemes
- ❖ ROLAP & MOLAP data Model
- ❖ Logical Models and Conceptual models for multidimensional information
- ❖ Query and Reporting, Executive Information Systems (EIS)

3.	DATA MINING	Total Hrs	7

- ❖ Architectural aspects of Data Mining
- ❖ Data Mining Techniques
- ❖ Data Mining for Process improvements, Data Mining as research tool
- ❖ Data Mining for marketing, Data Mining for custom relationship

4.	DATA MINING ALGORITHMS, CLASSIFICATION & CLUSTERING	Total Hrs	8

- ❖ Apriori algorithm, partition algorithm, Incremental algorithm
- ❖ Border algorithm, Association rules with item constraints
- ❖ Clustering Paradigms
- ❖ K-Mean clustering algorithm, hierarchical clustering
- ❖ Fuzzy C-Means algorithm, Categorical clustering algorithm

5.	DATA MINING TOOLS AND TECHNIQUES	Total Hrs	8

- ❖ Direction Trees and Neural Networks
- ❖ Generic algorithms, rough sets and Fuzzy logic
- ❖ Web mining, Mining for e-business
- ❖ Text Mining
- ❖ Data Warehousing and Data Mining Applications

Total hours to be taught	35

Text book (s):	
1.	David Hand, Heikki Mannila, Padhraic Smyth, "Principles of Data Mining", PHI, 2007

Reference(s):	
1.	Sam Anahory, Dennis Murray, "Data Warehousing in the Real World", Pearson Education, 1997
2.	Soman, "Inside into Data Mining", PHI, 2007

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Course Code	Course Name	Hours / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ES	Total
10MBA EP1	COMPUTER INTEGRATED MANUFACTURING	3	0	0	3	50	50	100

Objective(s)	To study automation and application of hardware and software in manufacturing and service sectors. To study fundamentals of CIM, CAD, CAM, FMS and application of NC, CNC, DNC machines. To study current manufacturing systems of FMS, group technology, Lean production, Agile manufacturing.

1.	INTRODUCTION	Total Hrs	7

- ❖ Computer Integrated Manufacturing
- ❖ Definition, Concept, Evolution and Benefits
- ❖ Types of Manufacturing Systems and Sub-system
- ❖ Automated systems
- ❖ Elements, Functions and Levels.

2.	COMPUTER AND COMMUNICATION IN CIM	Total Hrs	7

- ❖ Hardware, Software and Security Requirements for implementing CI systems
- ❖ Communication systems for CIM
- ❖ Communications Matrix, Network architectures and Techniques
- ❖ Overview of creating and Maintaining a Manufacturing systems database.

3.	DESIGN AND PRODUCTION	Total Hrs	7

- ❖ Fundamentals of Design for Manufacturing (DFM)
- ❖ Computer Aided Design (CAD)
- ❖ 3D Modeling packages, Finite Element Analysis packages and transportability
- ❖ NC, CNC and DNC machines
- ❖ Introduction to part-programming. Tool Management
- ❖ Data Logging and acquisition, Automated data collection.

4.	MANUFACTURING SYSTEMS	Total Hrs	7

- ❖ Manufacturing systems
- ❖ Components, Classifications and Functions, Flexible
- ❖ Manufacturing systems (FMS), Components, Applications and benefits
- ❖ Planning and Implementation issues in FMS, Group Technology
- ❖ Part-Families Classification and Coding.

5.	CURRENT TRENDS	Total Hrs	7

- ❖ Concurrent Engineering Role of Expert Systems in CIM
- ❖ Robotics-Overview, Types in CIM
- ❖ Automated Guided Vehicles, Types and Technology, Control
- ❖ Overview of Automated Assembly
- ❖ Systems-Lean Production, Agile Manufacturing.

Total hours to be taught	35

Text book (s):	
1.	Mikell P. Groover, Automatiuon, "Production Systems and Computer Integrated Manufacturing", PHI, 2001

Reference(s):	
1.	Ronald G. Askin, "Modelling and analysis of Manufacturing", John Wiley& Sons, 1993
2.	S.Vajpayee Kant, "Principles of Computer integrated manufacturing", Prentice Hall India Second Indian Reprint,2005

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Course Code	Course Name	Hours / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ES	Total
10MBA EP2	WORLD CLASS MANUFACTURING	3	0	0	3	50	50	100
Objective(s)	To Acquaint the Students About the International Developments in the Area of Manufacturing, and the Systems, Tools and Techniques Required for Achieving Competitive Edge Through World-Class Manufacturing.							

1.	EMERGENCE OF WORLD CLASS MANUFACTURING	Total Hrs	4

- ❖ Evolution of World Class Manufacturing
- ❖ First Principles of World Class Manufacturing
- ❖ The Practice of World Class Manufacturing
- ❖ Current Challenges in World Class Manufacturing

2.	QUALITY IN WORLD CLASS MANUFACTURING	Total Hrs	6

- ❖ Toyota Production System
- ❖ Deming's Approach
- ❖ Shingo's Approach
- ❖ Issues on Quality by Crosby
- ❖ Taguchi
- ❖ Juran and Other Experts

3.	FRAMEWORK FOR MANUFACTURING EXCELLENCE	Total Hrs	4

- ❖ Hall's Framework
- ❖ Schonberger's Framework of WCM
- ❖ Gunn's Model of WCM
- ❖ Maskell's Models of WCM
- ❖ Excellence Model (CII – Exim Bank, Ramakrishna Bajaj)

4.	SYSTEMS AND TOOLS FOR WORLD CLASS MANUFACTURING	Total Hrs	4

- ❖ Overview of Systems and Tools
- ❖ Information Management Tools
- ❖ Product and Process Design Tools
- ❖ Barcode Systems
- ❖ The Kanban

5.	GENERIC MANUFACTURING STRATEGIES	Total Hrs	2

- ❖ Issues in Strategic Planning for WCM
- ❖ Strategic Planning Methodology for WCM

6.	PERFORMANCE MEASUREMENT	Total Hrs	6

- ❖ The PO-P System
- ❖ TOPP System
- ❖ AMBITE System - Quality Performance
- ❖ Delivery Performance
- ❖ Financial Performance - Balanced Scorecard

7.	MODERN METHODS OF WCM	Total Hrs	9

- ❖ Lean Production
- ❖ Flexible Manufacturing Systems
- ❖ Agile Manufacturing
- ❖ Resource requirement planning
- ❖ Synchronous manufacturing
- ❖ Theory of constraints.

Total hours to be taught	35

Text book (s):	
1.	John Nicholas," Competitive Manufacturing Management", Tata McGraw Hill, 2001

Reference(s):	
1.	Suresh Lulla, "World Class Quality", Tata McGraw Hill, 2003
2.	R. P. Mohanty, S. G. Deshmukh, " Advanced Operations Management", Pearson Education 2001
3.	B.S. Sahay K.B.C. Saxena Ashish Kumar, "World Class Manufacturing – A Strategic Perspective", Macmillan India, 2000

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Course Code	Course Name	Hours / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ES	Total
10MBA EP3	MAINTENANCE MANAGEMENT	3	0	0	3	50	50	100

Objective(s)	To appreciate the role of maintenance in the overall effectiveness of the manufacturing resources. To understand the various maintenance systems and maintenance planning. To make the students expert in advanced maintenance systems		
1.	INTRODUCTION TO MAINTENANCE MANAGEMENT	Total Hrs	6

  ❖ Objectives and Importance
  ❖ Functions
  ❖ Structure of the Maintenance department
  ❖ Types of Maintenance

2.	TOTAL PRODUCTIVE MAINTENANCE (TPM)	Total Hrs	4

  ❖ Meaning
  ❖ Basic Philosophy and Goal
  ❖ Pillars of TPM
  ❖ TPM Implementation

3.	MAINTENANCE PLANNING & OVERHAUL AND REPAIR	Total Hrs	5

  ❖ Meaning and Difference
  ❖ Optimal overhaul/Repair / Replace

4.	MAINTENANCE SYSTEMS	Total Hrs	9

  ❖ Fixed Time Maintenance
  ❖ Condition based Maintenance
  ❖ Operate to Failure
  ❖ Opportunity maintenance
  ❖ Design out maintenance
  ❖ Reliability Centered Maintenance (RCM)

5.	METHODS AND TOOLS IN MAINTENANCE	Total Hrs	3

  ❖ Failure Mode Effective Analysis (FMEA)
  ❖ Signature Analysis
  ❖ Terro Technology

6.	MACHINE HEALTH MONITORING	Total Hrs	4

  ❖ Instrumentation & equipment used in machine health monitoring
  ❖ Instrumentation in maintenance

7.	SAFETY AND MAINTENANCE	Total Hrs	4

  ❖ Safety during maintenance
  ❖ Maintenance for Safety
  ❖ Human errors in maintenance
  ❖ Methods of Accidents and Hazards Avoidance in Maintenance

Total hours to be taught	35

Text book (s):	
1.	Gopalakrishnan, P. Banerji, "A.K, Maintenance and Spare Parts Management", Prentice Hall of India, 2004

Reference(s):	
1.	Sushil Kumar Srivatsava, "Industrial Maintenance Management", S. Chand & Company, 2005
2.	R.C. Mishra & K.Pathak, "Maintenance Engineering & Management", Prentice Hall of India, 2005
3	Kelly and M.J. Harris, "Management of Industrial Maintenance", Butterworth and Company Limited, 2004
4	Handbook of Maintenance Management and Engineering, Springer 2009

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Course Code	Course Name	Hours / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ES	Total
10MBA EP4	LOGISTICS MANAGEMENT	3	0	0	3	50	50	100

Objective(s)	The objective of this course is to expose the students to the theories of Logistics and competitive Strategy, Performance Measurement and Costs, Transportation and Packaging, Current Trends

1.	INTRODUCTION TO LOGISTICS AND COMPETITIVE STRATEGY	Total Hrs	6

❖ Definition and Scope of Logistics
❖ Functions & Objectives, Customer Value Chain
❖ Service Phases and attributes, Value added logistics services
❖ Role of logistics in Competitive strategy.

2.	WAREHOUSING AND MATERIALS HANDLING MATERIAL HANDLING EQUIPMENT AND SYSTEMS	Total Hrs	7

❖ Warehousing Functions
❖ Types and Site Selection, Layout Design and Costing
❖ Virtual Warehouse, Role of Material Handling in Logistics
❖ Material Storage Systems
❖ Principles, Benefits, Methods
❖ Automated Material Handling.

3.	PERFORMANCE MEASUREMENT AND COSTS	Total Hrs	7

❖ Need, System, Levels and Dimensions
❖ Internal and External Performance Measurement
❖ Logistics Audit, Total Logistics Cost Concept, Cost Identification
❖ Time Frame and Formatting.

4.	TRANSPORTATION AND PACKAGING	Total Hrs	8

❖ Transportation System Evolution
❖ Infrastructure and Networks, Freight Management , Route Planning, Containerization
❖ Design considerations, Material and Cost, Packaging as Unitization
❖ Consumer and Industrial Packaging.

5.	CURRENT TRENDS	Total Hrs	7

❖ E-Logistics Structure and Operation
❖ Logistics Resource Management, Automatic Identification Technologies
❖ Warehouse Simulation, Reverse Logistics
❖ Global Logistics , Strategic logistics Planning.

Total hours to be taught	35

Text book (s):

1.	Sople Vinod V, "Logistics Management – The Supply Chain Imperative", Pearson Education, 2004

Reference(s):

1.	Ailawadi C Sathish & Rakesh Singh, "Logistics Management", Prentice Hall India, 2005
2.	Coyle, "The Management of Business Logistics", Thomson Learning, 2004
3.	Bloomberg David J, "Logistics", Prentice Hall India, 2005

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Course Code	Course Name	Hours / Week			Credit	Maximum Marks	
		L	T	P	C	CA	ES	Total

Course Code	Course Name	L	T	P	C	CA	ES	Total
10MBA EP5	SUPPLY CHAIN MANAGEMENT	3	0	0	3	50	50	100

Objective(s)	To learn the strategic importance of Supply Chain design, planning and operation. To understand the role of forecasting in a supply chain. To understand key drivers of supply chain performance. To learn role, impact and factors that influence the value of e-business in a supply chain. To learn predictable variability in a supply chain.

1.	INTRODUCTION	Total Hrs	7

- ❖ Supply Chain
- ❖ Fundamentals, Importance, Decision Phases, Process View
- ❖ Supplier, Manufacturer, Customer Chain
- ❖ Drivers of Supply Chain Performance, Structuring Supply Chain Drivers
- ❖ Overview of Supply Chain Models and Modeling Systems.

2.	STRATEGIC SOURCING	Total Hrs	8

- ❖ In-sourcing and out-sourcing
- ❖ Types of Purchasing Strategies, Supplier Evaluation, Selection and Measurement
- ❖ Supplier Quality Management, Creating a World Class Supply base, World Wide Sourcing.

3.	SUPPLY CHAIN NETWORK	Total Hrs	7

- ❖ Distribution Network Design
- ❖ Role, Factors Influencing, Options, Value Addition
- ❖ Models for Facility Location and Capacity Location
- ❖ Impact of Uncertainty on Network Design
- ❖ Network Design decisions using Decision trees
- ❖ Distribution Center Location Models, Supply Chain Network optimization models.

4.	PLANNING DEMAND INVENTORY AND SUPPLY	Total Hrs	8

- ❖ Overview of Demand forecasting in the supply chain
- ❖ Aggregate planning in the supply chain
- ❖ Managing Predictable variability, Managing supply chain cycle inventory
- ❖ Uncertainty in the supply chain , Safety inventory
- ❖ Determination of Optimal level of product availability
- ❖ Coordination in the supply chain.

5.	CURRENT TRENDS	Total Hrs	5

- ❖ E-Business
- ❖ Framework and Role of Supply Chain in e-business and b2b practices
- ❖ Supply Chain IT Framework, Internal Supply Chain Management
- ❖ Fundamentals of transaction Management, Supply Chain in IT practice
- ❖ Supplier relationship Management, Information Systems Development
- ❖ Packages in Supply Chain, eSRM, eLRM, eSCM.

Total hours to be taught	35

Text book (s):	
1.	Sunil Chopra and Peter Meindi, "Supply Chain Management – Strategy Planning and Operation", Pearson Education, Third Indian Reprint, 2004

Reference(s):	
1.	Altekar Rahul V, "Supply Chain Management-Concept and cases", Prentice hall India, 2005
2.	Monczka et al, "Purchasing and Supply Chain Management", Thomson Learning, Second edition, Second Reprint, 2002
3.	Shapiro Jeremy F, "Modeling the Supply Chain", Thomson Learning, Secind Reprint, 2002
4.	Ballou Ronald H, "Business Logistics and Supply Chain Management", Pearson Education, Second Indian Reprint, 2004

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Course Code	Course Name	Hours / Week			Credit	Maximum Marks			
		L	T	P	C	CA	ES	Total	
10MBA EP6	PRODUCTION PLANNING AND CONTROL	3	0	0	3	50	50	100	
Objective(s)	To impart the fundamental knowledge about operations management, *viz.*, forecasting models, methods of aggregate planning models, methods of scheduling, process planning focusing group technology, classification, coding system, expediting and monitoring.								

1.	FORECASTING	Total Hrs	6

- ❖ Simple moving average
- ❖ Weighted moving average
- ❖ Simple exponential smoothing
- ❖ Linear regression analysis
- ❖ Survey method
- ❖ Delphi technique
- ❖ Forecasting error

2.	CAPACITY PLANNING	Total Hrs	5

- ❖ Measurement of capacity
- ❖ Estimating future capacity needs
- ❖ Factors influencing effective capacity
- ❖ Factors favoring over capacity & under capacity

3.	AGGREGATE PLANNING METHODS	Total Hrs	10

- ❖ Nature of Aggregate planning decisions
- ❖ Aggregate planning strategies
- ❖ Linear Programming
- ❖ Transportation method
- ❖ Heuristic method
- ❖ Trial and error method

4.	SCHEDULING	Total Hrs	9

- ❖ Forward scheduling
- ❖ Backward scheduling
- ❖ Single machine sequencing with Independent jobs
- ❖ Parallel machine models
- ❖ Flow shop scheduling
- ❖ Job shop scheduling
- ❖ Dispatching

5.	PROCESS PLANNING	Total Hrs	5

- ❖ Group Technology
- ❖ Classification and coding systems for process planning
- ❖ Expediting and monitoring.

Total hours to be taught	35

Text book (s):	
1.	Panneer Selvam, "Production and Operations Management", Prentice Hall, 2005

Reference(s):	
1.	Narasimhan Sim, "Production Planning and Inventory Control", Prentice Hall, 2002
2.	William J.Stevenson, "Operations Management", Eighth Edition, Tata McGraw- Hill 2005
3.	Kanishka Bedi, "Production and Operations Management", Oxford University Press, 2004

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Course Code	Course Name	Hours / Week			Credit	Maximum Marks		

Course Code	Course Name	L	T	P	C	CA	ES	Total
10MBA EP7	VALUE ENGINEERING AND WASTE CONTROL	3	0	0	3	50	50	100
Objective(s)	A technique to be learned to achieve improvements in design, performance, life producibility, maintainability, service and warranty. Improvement in size, sharpe, features, style appearance, Characteristics. Improvements in quality – reliality, quality per cost. Improvement in cost of production, use maintenance and ownership. Improvement of all kinds, all types , in all areas, and on all facets, continuous and continuing improvements							

1.	Unit – I			Total Hrs			8	

❖ Nature and Signifance of Value Engineering
❖ Relation of Value Engineering to other operations principles
❖ Problem Recognition and Definition. The role of Creativity
❖ The Criteria for Comparision. The meaning and analysis of function
❖ The anatomy of functions
❖ Basic vs unnecessary functions
❖ Using and evaluating functions.

2.	Unit – II			Total Hrs			8	

❖ The role of Management in Value Engineering
❖ Integral Part of Value Engineering Programme
❖ Responsibilities
❖ Organisation of Value Engineering
❖ Budgeting
❖ Auditing
❖ Merit recognition\Techniques of Value Engineering
❖ Developing alternatives in decision making
❖ Measuring Benefits\Reporting results – follow up.

3.	Unit – III			Total Hrs			7	

❖ Decision process
❖ Linear Programming
❖ Utility
❖ Gant charts
❖ Pert charts and Technique network logic critical path method. Use of control charts.

4.	Unit – IV			Total Hrs			7	

❖ Organisation and staffing for Value Engineering
❖ Level of Value Engineering
❖ Small plant value Engineering activity
❖ Size and Skills of Value Engineering staff. Training of value engineers
❖ Introduction of peripheral Personnel.

5.	Unit – V						5	

❖ Value Engineering at work
❖ Variety Reduction quality performance, reliability and market values, and in decreasing direct labour costs, Material Cost and Capital Cost.

Total hours to be taught			35

Text book (s):	
1.	S.S. Iyes "Value Engineering A How to Manual" New Age International Publishers, Second Edition, Reprint 2005

Reference(s):	
1.	Waste control is a technique how to minimize wastages in all processes in all the activities of production , Tata McGraw Hill Publishing company Limited, New Delhi, fifth print, 2002.
2.	G.Jagannathan, "Getting more At Less Cost, The Value Engineering Way.

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Trimester - IV							

Course Code	Course Name	Hours / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ES	Total
10MBA EG1	INTERNATIONAL BUSINESS MANAGEMENT	3	0	0	3	50	50	100

Objective(s)	To expose the students to the current scenario of International Business and make them to be aware of the input of LPG, Environment, Impact of MNC on International Business etc.

1.	INTRODUCTION	Total Hrs	8

❖ Nature and Characteristics of International Business
❖ Forms of international business
❖ International trade
❖ Exports and imports
❖ Foreign Direct Investment (FDI)

2.	INTERNATIONAL BUSINESS ENVIRONMENT	Total Hrs	7

❖ LPG
❖ Economic, Cultural and Political Environment
❖ World Trade Organization (WTO)
❖ Regional Groupings
❖ Trade Blocks

3.	MULTINATIONAL CORPORATIONS	Total Hrs	8

❖ Features
❖ Classification
❖ Role of MNCs in developing countries
❖ Advantages and drawbacks of Multinational Corporations

4.	INTERNATIONAL FINANCIAL MARKET	Total Hrs	5

❖ EXIM Banking
❖ Foreign Exchange Market
❖ Export Credit Guarantee (ECGC)

5.	EXPORT PROCEDURE AND DOCUMENTATION	Total Hrs	7

❖ Steps in export procedure
❖ Documents related to goods

Total hours to be taught	35

Text book (s):	
1.	Francis Cherunilam, International Business Text and Cases, Prentice Hall Publishing, 2007.
2.	K Aswathappa, International Business, Tata McGraw- Hill, Second Edition, 2006.

Reference(s):	
1.	Michael R. Czinkota Ilkka A.Ronkainen Michael H.Moffett, "International Business", Cengage Publishing Seventh Edition, 2005.
2.	Charles W.L.Hill, Arun Kumar Jain, "International Business", Tata McGrawHill, 2005.
3.	Justin Paul, International Business, Prentice Hall, 2007.

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Trimester - IV								
Course Code	Course Name	Hours / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ES	Total
10MBA EG2	CREATIVITY AND INNOVATION	3	0	0	3	50	50	100
Objective(s)	The course aims to develop an understanding of creative processes and creative problem solving techniques; Managerial/behavioural skills conducive to encouraging creative efforts in self and others; and an insight into organisational systems and structures which facilitate creativity and innovation.							

1.	THE CREATIVE PROBLEM	Total Hrs	5
	❖ Solving Structure – Creativity and Creative Groups ❖ Characteristics of Creative Groups ❖ Idea generation and development, Brainstorming, Lateral Thinking ❖ Improve the idea to Commercialization process		
2.	INNOVATION IN BUSINESS	Total Hrs	5
	❖ Types of innovation ❖ Creating and identifying opportunities for innovation ❖ The technological innovation Process ❖ Systematic Inventive Methods, The TRIZ Method, Major Inventive Principles		
3.	RESEARCH AND DEVELOPMENT MANAGEMENT IN ENTREPRENEURIAL VENTURES	Total Hrs	5
	Matching the Individual entrepreneur's needs and the organizational needs in R & D.		
4.	THE CORPORATE TECHNOLOGICAL INNOVATION	Total Hrs	5
	❖ Planning and strategies ❖ Development of and innovation friendly culture ❖ Establishment of strategic direction ❖ Involvement with innovation		
5.	INNOVATION AND ENTREPRENEURSHIP	Total Hrs	5
	❖ Creating new technological venture ❖ Innovation and Entrepreneurship		
6.	BUILDING CAPABILITIES FOR EXECUTION		5
	❖ Analyze Processes used by ventures ❖ Innovation in Indian firms		
7.	CAPTURING VALUE FROM INNOVATION		5
	❖ Licensing, Patent rights ❖ Commercialization ❖ Outsource, vertical integration, acquisition		
Total hours to be taught			35
Text book (s):			
1.	Ceserani Jonne, Greatwood Peter, "Innovation and Creativity", Crest Publishing House New Delhi, 2001.		
Reference(s):			
1.	Plsek E. Paul, "Creativity, Innovation and Quality", Prentice-Hall of India Private Limited, New Delhi, 2000.		
2.	Lumsdaine,et.al, Creative Problem Solving and Engineering Design, McGraw Hill, 1999		

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Trimester - IV								
Course Code	Course Name	Hours / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ES	Total
10MBA EG3	KNOWLEDGE MANAGEMENT	3	0	0	3	50	50	100
Objective(s)	The objective of the course is to expose students regarding knowledge transformation, knowledge audit, and designing the knowledge management team.							

1.	INTRODUCTION TO KNOWLEDGE MANAGEMENT	Total Hrs	7

- ❖ KM's Value Proposition – Drivers of KM
- ❖ Knowledge Centric Drivers – Technology Drivers
- ❖ Organizational Structure Based Drivers
- ❖ Personnel Focused Drivers – Process Drivers
- ❖ Economic Drivers – Creating the knowledge Edge

2.	INFORMATION TO KNOWLEDGE TRANSFORMATION	Total Hrs	7

- ❖ Conversion Process – Knowledge categories, components
- ❖ Flows in an enterprise – Knowledge Management Systems and Existing Technology
- ❖ Differences with Data Warehouse – Intranet – Extranet
- ❖ The Survival Imperative – Difficulties and Coping Mechanisms for Knowledge Management

3.	KNOWLEDGE MANAGEMENT ROAD MAP	Total Hrs	7

- ❖ Infrastructural Evaluation
- ❖ KM System Analysis, Design and Development
- ❖ Deployment – Metrics for performance Evaluation

4.	KNOWLEDGE AUDIT AND ANALYSIS	Total Hrs	7

- ❖ Planning and Conducting the Knowledge Audit
- ❖ Selecting the Audit Method – Choosing Company's K-Spots

5.	DESIGNING THE KM TEAM	Total Hrs	7

- ❖ Team Composition and Selection Criteria – Sizing Issues
- ❖ CKO, CIO, CFO and CEO – relation
- ❖ CKO's Technological and Organizational Functions

Total hours to be taught	35

Text book (s):	
1.	Amrit Tiwana, "The Knowledge Management Tool Kit", Pearson Education, Second Edition, 2004.
2.	Elias M Awad & Hassan M Ghaziri, "Knowledge Management", Pearson Education, 2004.

Reference(s):	
1.	Irma Becerra, Avelino, Rajiv Sabherwal, "Knowledge Management and KM Software Package", First Edition, Prentice Hall, 2004.
2.	Todd.R.Groft, Thomas P Jones, "Introduction to Knowledge Management: KM in business", Butterworth – Heinemann Publications, 2003.

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Trimester - IV								
Course Code	Course Name	Hours / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ES	Total
10MBA EG4	TECHNOLOGY MANAGEMENT	3	0	0	3	50	50	100
Objective(s)	To expose students to the importance of technology in conduct of business and its skillful management for optimum results. It discusses various aspects of technological innovation and subsequent diffusion.							

1.	A REVIEW OF TECHNOLOGY MANAGEMENT	Total Hrs	6

❖ Introduction
❖ Technological Innovation
❖ Technology Forecasting

2.	TECHNOLOGY STRATEGY	Total Hrs	6

❖ Business Competitiveness and Technology Strategy
❖ Technology Strategy and Leadership

3.	DEVELOPMENT OF TECHNOLOGICAL CAPABILITIES AND ORGANIZING FOR TECHNOLOGY	Total Hrs	6

❖ Developing Technology-based Capabilities
❖ International Intellectual Capital Law
❖ Technology Capabilities Development: Diffusion and Adaptation

4.	MANAGEMENT ISSUES	Total Hrs	5

❖ People and Organization Issues
❖ Characteristic of Innovative Firms
❖ Technology Interface with the Market: Customer and Suppliers

5.	TECHNOLOGY MANAGEMENT, OPERATIONAL SYSTEMS STRATEGY, AND BUSINESS COMPETITIVENESS INTERFACES	Total Hrs	6

❖ Market Integration with Technology
❖ Accountability with Shareholders

6.	DECISION AND IMPLEMENTATION OF NEW TECHNOLOGY AND E-BUSINESS TECHNOLOGY DEVELOPMENTS	Total Hrs	6

❖ Performances Impact of the New Technology
❖ International E-business Management

Total hours to be taught	35

Text book (s):

1.	Harrison, N and Samson D, "Technology Management: Text and International Cases", McGraw Hill, New York, 2002.
2.	Diwan P, "Productivity and Technology Management", Deep and Deep Publications, New Delhi, 1997.

Reference(s):

1.	Gaynor G H, "Handbook of Technology Management", McGraw-Hill, New York, 1996.
2.	Szakonyi R, "Hand Book of Technology Management", Viva Book (P) Ltd., New Delhi, 1996.

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Trimester - V								
Course Code	Course Name	Hours / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ES	Total
10MBA EG5	HOSPITAL MANAGEMENT	3	0	0	3	50	50	100
Objective(s)	The course aims to develop an understanding the practices in multinational and diversified Hospital Industry.							

1.	HOSPITAL AS A SYSTEM	Total Hrs	6

- ❖ Definition of hospital
- ❖ Classification of hospitals
- ❖ Changing role of hospitals
- ❖ Role of hospital administrator–hospital as a system
- ❖ Hospital and community

2.	PLANNING	Total Hrs	7

- ❖ Principles of planning – regionalization
- ❖ Hospital planning team – planning process
- ❖ Size of the hospital – site selection – hospital architect – architect report
- ❖ Equipping a hospital – interiors and graphics
- ❖ Construction and commissioning - planning for preventing injuries – electrical safety

3.	TECHNICAL ANALYSIS	Total Hrs	7

- ❖ Assessment of the demand and need for hospital services
- ❖ Factors influencing hospital utilization – bed planning
- ❖ Land requirements – project cost – space
- ❖ Requirements – hospital drawings and documents-preparing project report

4.	HOSPITAL STANDARDS AND DESIGN	Total Hrs	8

- ❖ Building requirement – Entrance and Ambulatory Zone, Diagnostic Zone, Intermediate Zone, Critical zone, Service Zone, Administrative zone
- ❖ List of Utilities – Communication facility, Biomedical equipment
- ❖ Voluntary and Mandatory Standards
- ❖ General standards – Mechanical Standards – Electrical standards
- ❖ Standards for biomedical waste

5.	FACILITIES PLANNING	Total Hrs	7

- ❖ Transport, Communication, Food services
- ❖ Information system, Minor facilities
- ❖ Mortuary

Total hours to be taught	35

Text book (s):

1. R.C.Goyal and D.K.Sharma, "Hospital Administration and Human Resource Management", 4th edition, PHI, 2006.

Reference(s):

1. S.K.Jha, "Hospital Management", Himalaya Publishing House, 2007.

2. Stephen.M.Shortell and Arnold.D.Kaluzny, "Health Care Management", Thomson, 5th edition, 2005.

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Trimester - V								
Course Code	Course Name	Hours / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ES	Total
10MBA EG6	TOURISM AND HOSPITALITY MANAGEMENT	3	0	0	3	50	50	100
Objective(s)	To expose the students to the modern techniques in Tourism and Hospitality Management.							

1.	ORGANISED TRAVEL	Total Hrs	5

❧ Defining Tourist and Tourism - inbound, outbound, domestic, maintenance of tourism products
❧ Alternative Tourism, Mass Tourism, Special Interest Tourism

2.	ITINERARY DEVELOPMENT	Total Hrs	5

❧ Introduction, meaning and definition
❧ Types of itineraries
❧ Developing an effective itinerary

3.	TOUR PACKAGING MANAGEMENT	Total Hrs	4

❧ Concept, Origin and development of Tour Packaging
❧ Types of Tour, Components of a Standard Package Tour

4.	TRAVEL AGENCY MARKETING	Total Hrs	5

❧ Marketing Concept, Features of Travel Marketing
❧ Developing a Tour Marketing Plan
❧ Marketing Strategy of Inbound and Outbound tours

5.	TRAVEL TRADE ORGANIZATIONS/ASSOCIATIONS	Total Hrs	4

❧ Need and Significance of Travel Trade Association
❧ Role and Contribution of ASTA, PATA, TAAI

6.	MICE	Total Hrs	4

❧ Meetings
❧ Incentives
❧ Conferences and Exhibitions

7.	HOTELS	Total Hrs	4

❧ Definition, Historical background
❧ Role of Hotel Industries in Tourism, Types of Hotels

8.	FAIRS AND FESTIVALS	Total Hrs	4

❧ Need for Fairs and Festivals, Features of Fair
❧ Types of festival

Total hours to be taught	35

Text book (s):	
1.	Nelson Thrones, "Marketing Management for Travel & Tourism"

Reference(s):	
1.	Zulfikar, SPD, "Introduction to Tourism & Hotel Industry"
2.	Nelson Thrones, "HRM in Hospitality Industry"

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Trimester - V								
Course Code	Course Name	Hours / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ES	Total
10MBA EG7	FAMILY BUSINESS MANAGEMENT	3	0	0	3	50	50	100

Objective(s)	This course aims to develop an understanding of family business and family dynamics.

1.	THE PERFORMANCE, PROBLEMS, AND PARADOXES OF FAMILY ENTERPRISES	Total Hrs	7

❖ Meaning of family business
❖ Why family firms outperform the market
❖ How family firms dominate the economy
❖ The family business paradigm

2.	BALANCING FAMILY AND BUSINESS	Total Hrs	7

❖ 3 circles model
❖ Resolving the family versus business paradox
❖ Evaluating "family first" versus "business first" orientation

3.	GENERATIONAL EVOLUTION OF BUSINESS FAMILIES	Total Hrs	7

❖ Life cycle of the business, the family, the individual
❖ Forms and structures of ownership
❖ Critical issues for continuity
❖ Family succession, Legal System, Role of Karta

4.	FAMILY DYNAMICS	Total Hrs	7

❖ Understanding how families work
❖ Systems analysis and systems intervention
❖ Family code Genograms

5.	THE ENTERPRISING FAMILY	Total Hrs	7

❖ Family offices, family foundations and family investment companies
❖ "Best Practices" of long lasting families-in-business

Total hours to be taught	35

Text book (s):

1.	John Ward, Denise Kenyon – Rouvinez, "Family Business Key Issues", Palgrave Mac Millan, New York, 2005.

Reference(s):

1.	Carlock R.S and Ward J L, "Strategic Planning for the Family Business", Palgrave Mac Millan, New York, 2001.

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Trimester - VI							
Course Code	Course Name	Hours / Week			Credit	Maximum Marks		
		L	T	P	C	CA	ES	Total
10MBA601	FINAL PROJECT AND VIVA VOCE	0	0	3	3	50	50	100
Objective(s)	To provide the students practical exposure to the industry, improve skills in functional areas and to find solutions to real time problems related to different managerial functions							

- The Main Project Work of MBA Programme shall be carried out under the supervision of a qualified faculty member.

- Normal duration for the project work is 63 calendar days (9 weeks).

- The deadline for submission of the project report is the last instruction day of the sixth trimester.

- The last date for submission of Main Project Work report shall be intimated 15 days in advance by the Principal / HOD.

- If a candidate fails to submit the project report on or before the specified deadline, he/she is deemed to have failed in the Main Project Work and shall register for the same in the next year Main Project.

- The Viva-Voce of the Main Project Work shall be conducted as per the Academic Calendar schedule in the sixth trimester.

- A copy of the approved Main Project Work report shall be kept in the library of the college.

- The maximum marks for Main Project Work is 100 marks, consisting of 50 internal marks and 50 External marks (Viva-Voce).

- The Internal marks shall constitute 30 marks by guide, 10 marks by the Project Coordinator and 10 marks by the HOD.

- The External marks shall be awarded for 100 marks during Viva-Voce examination, which will be converted to 50 marks.

- The Total marks for Main Project Work is 100 (Internal Marks - 50 and External Marks - 50).