



Sri Ramakrishna Institute of Technology
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MBA

I to IV Semester Curriculum and Syllabus



R-2019

MBA

SEMESTER I										
Sl. No.	Course Code	Course Title	Category	Credit				CA	FE	Total
				L	T	P	C			
1	PICM105	Statistics for Management	ICC	3	1	0	4	40	60	100
2	PMGC101	Economic Analysis for Business	PCC	3	0	0	3	40	60	100
3	PMGC102	Organizational Management	PCC	3	0	0	3	40	60	100
4	PMGC103	Accounting for Management	PCC	3	1	0	4	40	60	100
5	PMGC104	Legal Aspects of Business	PCC	3	0	0	3	40	60	100
6	PMGC105	Information Management	PCC	3	0	0	3	40	60	100
7	PMGC106	Total Quality Management	PCC	3	0	0	3	40	60	100
8	PICH101	Spoken and Written Communication	ICC	0	0	2	2	100	0	100
Total				21	2	2	25			

SEMESTER II										
Sl. No.	Course Code	Course Title	Category	Credit				CA	FE	Total
				L	T	P	C			
1	PICM106	Applied Operations Research	ICC	3	1	0	4	40	60	100
2	PMGC107	Marketing Management	PCC	3	0	0	3	40	60	100
3	PMGC108	Human Resource Management	PCC	3	0	0	3	40	60	100
4	PMGC109	Financial Management	PCC	3	0	0	3	40	60	100
5	PMGC110	Operations Management	PCC	3	0	0	3	40	60	100
6	PMGC111	International Business Management	PCC	3	0	0	3	40	60	100
7	PMGC112	Business Research Methods	PCC	3	0	0	3	40	60	100
8	PMGO101	Business Analytics	EEC	0	0	2	2	100	0	100
Total				21	1	2	24			

SEMESTER III										
Sl. No.	Course Code	Course Title	Category	Credit				CA	FE	Total
				L	T	P	C			
1	PMGC113	Strategic Management	PCC	3	0	0	3	40	60	100
2		Professional Elective I*	PE	3	0	0	3	40	60	100
3		Professional Elective II*	PE	3	0	0	3	40	60	100
4		Professional Elective III*	PE	3	0	0	3	40	60	100
5		Professional Elective IV*	PE	3	0	0	3	40	60	100
6		Professional Elective V*	PE	3	0	0	3	40	60	100
7		Professional Elective VI*	PE	3	0	0	3	40	60	100
8	PMGO102	Summer Training	EEC	0	0	1	1	100	0	100
9		Generic Elective	GE	3	0	0	3	40	60	100
Total				24	0	1	25			

*Chosen electives should be from two streams of management of three electives each.

SEMESTER IV										
Sl. No.	Course Code	Course Title	Category	Credit				CA	FE	Total
				L	T	P	C			
1	PMGO103	Project Work	EEC	0	0	12	12	60	40	100
Total				3	0	12	12			

TOTAL NO. OF CREDITS: 86

PROFESSIONAL ELECTIVE COURSES (PE)										
Sl. No.	Course Code	Course Title	Category	L	T	P	C	CA	FE	Total
Marketing Management										
1	PMGS111	Brand Management	PE	3	0	0	3	40	60	100
2	PMGS112	Consumer Behaviour	PE	3	0	0	3	40	60	100
3	PMGS113	Customer Relationship Management	PE	3	0	0	3	40	60	100
4	PMGS114	Integrated Marketing Communication	PE	3	0	0	3	40	60	100
5	PMGS115	Retail Marketing	PE	3	0	0	3	40	60	100
6	PMGS116	Services Marketing	PE	3	0	0	3	40	60	100
7	PMGS117	Social Marketing	PE	3	0	0	3	40	60	100
Financial Management										
8	PMGS211	Banking Financial Services Management	PE	3	0	0	3	40	60	100
9	PMGS212	Corporate Finance	PE	3	0	0	3	40	60	100
10	PMGS213	Derivatives Management	PE	3	0	0	3	40	60	100
11	PMGS214	Merchant Banking and Financial Services	PE	3	0	0	3	40	60	100
12	PMGS215	Security Analysis and Portfolio Management	PE	3	0	0	3	40	60	100
13	PMGS216	Strategic Investment and Financing Decisions	PE	3	0	0	3	40	60	100
14	PMGS217	International Trade Finance	PE	3	0	0	3	40	60	100
Human Resource Management										
15	PMGS311	Industrial Relations and Labour Welfare	PE	3	0	0	3	40	60	100
16	PMGS312	Labour Legislations	PE	3	0	0	3	40	60	100
17	PMGS313	Managerial Behaviour and Effectiveness	PE	3	0	0	3	40	60	100
18	PMGS314	Organizational Theory, Design and Development	PE	3	0	0	3	40	60	100
19	PMGS315	Strategic Human Resource Management	PE	3	0	0	3	40	60	100

Systems Management										
20	PMGS511	Advanced Database Management System	PE	3	0	0	3	40	60	100
21	PMGS512	Datamining for Business Intelligence	PE	3	0	0	3	40	60	100
22	PMGS513	Enterprise Resource Planning	PE	3	0	0	3	40	60	100
23	PMGS514	Software Project Management and Quality	PE	3	0	0	3	40	60	100
24	PMGS515	E-Business Management	PE	3	0	0	3	40	60	100
Operations Management										
25	PMGS611	Logistics Management	PE	3	0	0	3	40	60	100
26	PMGS612	Materials Management	PE	3	0	0	3	40	60	100
27	PMGS613	Product Design	PE	3	0	0	3	40	60	100
28	PMGS614	Project Management	PE	3	0	0	3	40	60	100
29	PMGS615	Services Operations Management	PE	3	0	0	3	40	60	100
30	PMGS616	Supply Chain Management	PE	3	0	0	3	40	60	100

GENERIC ELECTIVE COURSES (GE)

Sl. No.	Course Code	Course Title	Category	L	T	P	C	CA	FE	Total
1	PMGG005	Entrepreneurship Development	GE	3	0	0	3	40	60	100
2	PMGG006	Cloud Computing	GE	3	0	0	3	40	60	100
3	PMGG007	Creativity and Innovation	GE	3	0	0	3	40	60	100
4	PMGG008	Management of Intellectual Property Rights	GE	3	0	0	3	40	60	100

SEMESTER I

PICM105	STATISTICS FOR MANAGEMENT	L	T	P	C
		3	1	0	4

Course Objective

- To use appropriate statistical methods to collect, organize and display
- To develop the skills for analyse business data
- To develop analytical skills for business decision management

Course Outcomes

CO1: Ability to evaluate the given data using the appropriate statistical techniques.

CO2: Ability to develop an effective research model testing procedure.

CO3: Ability to propose new research methodology in business domain.

Course Content

UNIT I INTRODUCTION

Basic definitions and rules for probability, conditional probability independence of events, Bayes theorem, and random variables, Probability distributions: Binomial, Poisson, Uniform and Normal distributions.

UNITII SAMPLING DISTRIBUTION AND ESTIMATION

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

UNIT III TESTING OF HYPOTHESIS - PARAMETIRC TESTS

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

UNIT IV NON-PARAMETRIC TESTS

Chi-square test for single sample standard deviation. Chi-square tests for independence of attributes and goodness of fit. Sign test for paired data. Rank sum test. Kolmogorov-Smirnov

– test for goodness of fit, comparing two populations. Mann – Whitney U test and Kruskal Wallis test. One sample run test.

UNIT V CORRELATION AND REGRESSION

Correlation – Coefficient of Determination – Rank Correlation – Regression – Estimation of Regression line – Method of Least Squares – Standard Error of estimate.

References

1. Richard I. Levin, David S. Rubin, Sanjay Rastogi and Masood Husain Siddiqui, Statistics for Management, Pearson Education, 7th Edition, 2013.
2. Aczel A.D. and Sounderpandian J., Complete Business Statistics, 6th edition, Tata McGraw Hill Publishing Company Ltd., New Delhi, 2012.
3. Ken Black, Applied Business Statistics, 7th Edition, Wiley India Edition, 2012.
4. Anderson D.R., Sweeney D.J. and Williams T.A., Statistics for business and economics, 11th edition, Thomson (South – Western) Asia, Singapore, 2012.
5. N. D. Vohra, Business Statistics, Tata McGraw Hill, 2012.

PMGC101	ECONOMIC ANALYSIS FOR BUSINESS	L	T	P	C
		3	0	0	3

Course Objective

- To provide a broad understanding of various perspectives of economics
- To equip the students with necessary knowledge of economic concepts that can be applied in the business field
- To enhance the knowledge about different forms of market structure and explain the impact of macroeconomic forces on the business

Course Outcomes

CO1: Ability to propose economic reasoning to the analysis of selected contemporary economic problems.

CO2: Ability to construct model to describe interaction between households (demand) and businesses (supply) in various markets structures to determine price and quantity of goods and services produced and consumed.

CO3: Ability to predict and plan for the situations leading to market failures.

Course Content

UNIT I INTRODUCTION

The themes of economics – scarcity and efficiency – three fundamental economic problems – society’s capability – Production possibility frontiers (PPF) – Productive efficiency Vs economic efficiency – economic growth & stability – Micro economies and Macro economies – the role of markets and government – Positive Vs negative externalities.

UNIT II CONSUMER AND PRODUCER BEHAVIOUR

Market – Demand and Supply – Determinants – Market equilibrium – elasticity of demand and supply – consumer behaviour – consumer equilibrium – Approaches to consumer behaviour – Production – Short-run and long-run Production Function – Returns to scale – economies Vs diseconomies of scale – Analysis of cost – Short-run and long-run cost function – Relation between Production and cost function.

UNIT III PRODUCT AND FACTOR MARKET

Product market – perfect and imperfect market – different market structures – Firm’s equilibrium and supply – Market efficiency – Economic costs of imperfect competition – factor market – Land, Labour and capital – Demand and supply – determination of factor

price – Interaction of product and factor market – General equilibrium and efficiency of competitive markets.

UNIT IV PERFORMANCE OF AN ECONOMY – MACRO ECONOMICS

Macro-economic aggregates – circular flow of macroeconomic activity – National income determination – Aggregate demand and supply – Macroeconomic equilibrium – Components of aggregate demand and national income – multiplier effect – Demand side management – Fiscal policy in theory.

UNIT V AGGREGATE SUPPLY AND THE ROLE OF MONEY

Short-run and Long-run supply curve – Unemployment and its impact – Okun's law – Inflation and the impact – reasons for inflation – Demand Vs Supply factors –Inflation Vs Unemployment tradeoff – Phillips curve –short- run and long-run –Supply side Policy and management- Money market- Demand and supply of money – money-market equilibrium and national income – the role of monetary policy.

References

1. Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri and Anindya Sen, Economics, 19th edition, Tata McGraw Hill, New Delhi, 2010.
2. William Boyes and Michael Melvin, Textbook of economics, Biztantra, 2005..
3. N. Gregory Mankiw, Principles of Economics, 3rd edition, Thomson learning, New Delhi, 2007.
4. Richard Lipsey and Alec Charystal, Economics, 12th edition, Oxford, University Press, New Delhi, 2011.
5. Karl E. Case and Ray C. fair, Principles of Economics, 6th edition, Pearson, Education Asia, New Delhi, 2002.

PMGC102	ORGANIZATIONAL MANAGEMENT	L	T	P	C
		3	0	0	3

Course Objective

- To familiarize the students with principles of management
- To provide an understanding of individual and group behaviour in organisations
- To understand the complexity and wide variety of issues managers face in organizing today's business firms

Course Outcomes

CO1: Ability to develop the elements of effective management for a startup.

CO2: Ability to construct the planning, organizing and control processes for an online business.

CO3: Ability to evaluate and propose a new framework for managing individual and group performance.

Course Content

UNIT I INTRODUCTION TO MANAGEMENT, PLANNING AND ORGANIZING

Management- Role of managers- Evolution of management thought- Planning- Nature and purpose of planning- Planning process- Nature and purpose of organizing- Organization structure

UNIT II DIRECTING AND CONTROLLING

Directing - Communication- Hurdles to effective communication- Organizational culture, Process of controlling- Types of control- Budgetary and non-budgetary control techniques

UNIT III ORGANIZATIONAL BEHAVIOUR FOCUS AND PURPOSE

Organizational Behaviour – Definition- need – importance – Nature and scope – Contributing disciplines - Frame work – Organizational behaviour models-challenges.

UNIT IV INDIVIDUAL BEHAVIOUR

Personality – types – Factors influencing personality – Theories – Learning – The learning process – Learning theories –Emotions - Emotional Intelligence – Theories. Attitudes – Components – Formation – Perceptions – Importance – Factors influencing perception – Interpersonal perception- Motivation – Importance – Types.

UNIT V GROUP BEHAVIOUR

Groups in organizations – Team building - Leadership – Importance – Leadership styles – Theories – Leaders Vs Managers – Power and Politics

References

1. Andrew J D., Essentials of Management, Thomson South-western, 9th Edition, 2012.
2. Koontz H and Weihrich H., 'Essentials of Management: International Perspective', Tata McGraw Hill, 9th Edition, 2011.
3. Robbins SP., Organisational Behaviour, PHI Learning/Pearson Education, 15th Edition, 2013.
4. Luthans F., Organisational Behaviour, McGraw Hill, 12th Edition, 2013.
5. Pareek U., Understanding Organisational Behaviour, Oxford Higher Education, 3rd Edition, 2011.

PMGC103	ACCOUNTING FOR MANAGEMENT	L	T	P	C
		3	1	0	4

Course Objective

- To prepare and interpret the Balance sheet of the company
- To summarize and interpret the application and sources of funds
- To analyze cost behavior and decision making on cost related issues

Course Outcomes

CO1: Ability to assess broad contents of balance sheet.

CO2: Ability to develop financial statements and budget for emerging business requirements.

CO3: Ability to create a cost based control system for the effective functioning of the organization.

Course Content

UNIT I FINANCIAL ACCOUNTING

Introduction to Financial, Cost and Management Accounting — Generally accepted accounting principles, Conventions and Concepts — Double Entry System — Preparation of Journal, Ledger and Trial Balance — Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet — Bank Reconciliation Statements — Introduction to inflation accounting — Introduction to Human Resources Accounting.

UNIT II ANALYSIS OF FINANCIAL STATEMENTS

Analysis of financial statements — Financial ratio analysis, Interpretation of ratio for financial decisions — Comparative statements — Cash flow (as per Accounting Standard 3) and Funds flow statement analysis — Trend Analysis.

UNIT III COMPANY ACCOUNTS

Meaning of Company — Issue of Shares — Issue and Redemption of debentures - Profit or loss Prior to incorporation — Final Accounts of Company.

UNIT IV COST ACCOUNTING

Cost Accounts — Classification of costs — Job cost sheet — Job order costing — Process costing (excluding Interdepartmental Transfers and equivalent production) — Joint and By Product Costing — Introduction to concepts of— Activity Based Costing. Value Chain, Target Costing.

UNIT V MARGINAL COSTING

Management Accounting — Marginal Costing - Cost, Volume, Profit Analysis Break Even Analysis — Decision making problems — Budgetary Control — Sales, Production, Cash flow, fixed and flexible budget — Standard costing and Variance Analysis — (excluding overhead costing)

References

1. T.S. Reddy & A. Murthy, Financial Accounting, Margham Publications, 2014
2. Khan, M.Y. and Jain, P. K., Cost Accounting, McGraw Hill Education, 2nd Edition, 2014.
3. Khan, M.Y. and Jain, P. K., Management Accounting: Text, Problems and Cases”, Tata McGraw-Hill, 6th Edition; 2013.
4. Narayanaswamy R, Financial Management, PHI, 5th Edition, 2014.
5. R.L.Gupta & M.Radhaswamy, Corporate Accounting, Sultan Chand & sons, 2013.

PMGC104	LEGAL ASPECTS OF BUSINESS	L	T	P	C
		3	0	0	3

Course Objective

- To impart knowledge of legal perspective and legal compliances
- To understand good governance and ethics as envisaged in statutes
- To introduce business, corporate, labour and intellectual property laws

Course Outcomes

CO1: Ability to propose solutions to legal issues at business situations.

CO2: Ability to formulate ethical corporate policies for good governance.

CO3: Ability to propose actions for protection of interests of the corporate and its stakeholders.

Course Content

UNIT I COMMERCIAL LAW

THE INDIAN CONTRACT ACT 1872 Definition of contract, essentials elements and types of a contract, Formation of a contract, performance of contracts, breach of contract and its remedies, Quasi contracts

THE SALE OF GOODS ACT 1930 Nature of Sales contract, Documents of title, risk of loss, Guarantees and Warranties, performance of sales contracts, conditional sales and rights of an unpaid seller

THE NEGOTIABLE INSTRUMENTS ACT 1881: Nature and requisites of negotiable instruments. Types of negotiable instruments, liability of parties, holder in due course, special rules for Cheque and drafts, discharge of negotiable instruments.

UNIT II COMPANY LAW

THE COMPANIES ACT, 2013: Nature and types of companies, Formation, Memorandum and Articles of Association, Prospectus, Power, duties and liabilities of Directors, winding up of companies, Corporate Governance.

UNIT III INDUSTRIAL LAW

An Overview of Factories Act - Payment of Wages Act - Payment of Bonus Act - Industrial Disputes Act.

UNIT IV INCOME TAX ACT AND GST LAW

Corporate Tax Planning, Income Tax, Goods and Services Tax - introduction, objective, classification and practical implication of GST.

UNIT V CONSUMER PROTECTION ACT AND INTRODUCTION OF CYBER LAWS

Consumer Protection Act – Consumer rights, Procedures for Consumer grievances redressal, Types of consumer Redressal Machineries and Forums- Competition Act 2002 - Cyber crimes, IT Act 2000 and 2002, Cyber Laws, Introduction of IPR – Copy rights, Trade marks, Patent Act.

References

1. Avtar Singh, Company Law, Eastern Book Company, 2016.
2. Kapoor, N. D., Elements of Mercantile Law, Sultan Chand and Company, 2013.
3. Dr. Vinod, K. Singhania, Direct Taxes Planning and Management, 2008.
4. Richard Stim, Intellectual Property- Copy Rights, Trade Marks, and Patents, Cengage Learning, 2008.
5. VS Datey GST Ready Reckoner, Taxmann Publishing, July 2017

PMGC105	INFORMATION MANAGEMENT	L	T	P	C
		3	0	0	3

Course Objective

- To understand the importance of information in business
- To know the technologies and methods used for effective decision making in an organization
- To appreciate security and ethical issues involved in enterprise systems management

Course Outcomes

CO1: Ability to discuss on effective applications of information systems in business.

CO2: Ability to plan for the future information requirement in enterprise systems management.

CO3: Ability to develop enterprise systems for effective decision-making.

Course Content

UNIT I INTRODUCTION

Data, Information, Intelligence, Information Technology, Information System, evolution, types based on functions and hierarchy, System development methodologies, Functional Information Systems, DSS, EIS, KMS, GIS, International Information System.

UNIT II SYSTEM ANALYSIS AND DESIGN

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

UNIT III DATABASE MANAGEMENT SYSTEMS

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

UNIT IV SECURITY, CONTROL AND REPORTING

Security, Testing, Error detection, Controls, IS Vulnerability, Disaster Management, Computer Crimes, Securing the Web, Intranets and Wireless Networks, Software Audit, Ethics in IT, User Interface and reporting.

UNIT V NEW IT INITIATIVES

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

References

1. Rahul de, MIS in Business, Government and Society, Wiley India Pvt Ltd, 2012.
2. Gordon Davis, Management Information System: Conceptual Foundations, Structure and Development, Tata McGraw Hill, 21st Reprint 2008.
3. Haag, Cummings and Mc Cubbrey, Management Information Systems for the Information Age, McGraw Hill, 2005. 9th edition, 2013.
4. Turban, McLean and Wetherbe, Information Technology for Management –Transforming Organisations in the Digital Economy, John Wiley, 6th Edition, 2008.
5. Raymond McLeod and Jr. George P. Schell, Management Information Systems, Pearson Education, 2007.

PMGC106	TOTAL QUALITY MANAGEMENT	L	T	P	C
		3	0	0	3

Course Objective

- To determine the voice of the customer and the impact of quality on economic performance and long-term business success of an organization
- To apply and evaluate best practices for the attainment of total quality
- To expose the students to the quality management systems and standards

Course Outcomes

CO1: Ability to evaluate and propose the quality related philosophies for knowledge based industry.

CO2: Ability to design tools and techniques for continuous improvement in a new business.

CO3: Ability to develop alternative quality systems to ensure customer delight.

Course Content

UNIT I INTRODUCTION

Quality – vision, mission and policy statements. Customer Focus – customer perception of quality, Translating needs into requirements, customer retention. Dimensions of product and service quality. Cost of quality.

UNIT II PRINCIPLES AND PHILOSOPHIES OF QUALITY MANAGEMENT

Overview of the contributions of Deming, Juran Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Taguchi techniques – introduction, loss function, parameter and tolerance design, signal to noise ratio. Concepts of Quality circle, Japanese 5S principles and 8D methodology.

UNIT III STATISTICAL PROCESS CONTROL

Meaning and significance of statistical process control (SPC) – construction of control charts for variables and attributed. Process capability – meaning, significance and measurement – Six sigma - concepts of process capability. Reliability concepts – definitions, reliability in series and parallel, product life characteristics curve. Total productive maintenance (TMP), Terotechnology. Business process Improvement (BPI) – principles, applications, reengineering process, benefits and limitations.

UNIT IV TOOLS AND TECHNIQUES FOR QUALITY MANAGEMENT

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

UNIT V QUALITY SYSTEMS ORGANIZING AND IMPLEMENTATION

Introduction to IS/ISO 9004:2000 – quality management systems – guidelines for performance improvements. Quality Audits. TQM culture, Leadership – quality council, employee involvement, motivation, empowerment, recognition and reward - TQM framework, benefits, awareness and obstacles.

References

1. Dale H. Besterfield, et.al., Total Quality Management, Pearson Education, Revised 3rd Edition, 2011.
2. Lal, H., Total Quality Management: A Practical Approach, New Age International publication, 2015.
3. Douglas C. Montgomery, Introduction to Statistical Quality Control, Wiley Student Edition, Wiley India Pvt Limited, 7th Edition, 2012.
4. James R. Evans and William M. Lindsay, The Management and Control of Quality, Thomson, 8th Edition, 2010.
5. Indian standard, Quality Management Systems – Guidelines for performance improvement, Bureau of Indian standards, New Delhi.

PICH101	SPOKEN AND WRITTEN COMMUNICATION	L	T	P	C
		0	0	2	2

Course Objective

- To familiarize learners with the mechanics of writing
- To enable learners to write in English precisely and effectively
- To enable learners to speak fluently and flawlessly in all kinds of communicative contexts with all nationalities

Course Outcomes

CO1: Express themselves in different genres of writing from creative to critical to factual writing.

CO2: Take part in print and online media communication.

CO3: Speak confidently with any speakers of English, including native speakers.

Course Content

UNIT I PERSONAL COMMUNICATION

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

UNIT II EMPLOYABILITY SKILLS

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

UNIT III WORK PLACE COMMUNICATION

E-mails, minutes, reports of different kinds – annual report, status report, survey report, proposals, memorandums, presentations, interviews, profile of institutions, speeches, responding to enquiries, complaints, resumes, applications, summarizing, strategies for writing.

UNIT IV RESEARCH WRITING

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

UNIT V WRITING FOR MEDIA AND CREATIVE WRITING

Features for publication (Newspapers, magazines, newsletters, notice-board), case studies, short stories, travelogues, writing for children, translation, techniques of writing.

References

1. Raymond V Lesikar, John D Pettit, and Mary E Flatly, 2009. Lesikar's Basic Business Communication, 11th ed. Tata McGraw-Hill, New Delhi.
2. E.H. McGrath, S.J. 2012, Basic Managerial Skills for All. 9th ed. Prentice-Hall of India, New Delhi.
3. Richard Denny, Communication to Win; Kogan Page India Pvt. Ltd., New Delhi, 2008.

Management books

Robin Sharma - The greatness guide

Steven Covey - 7 Habits of Effective people

Arindham Chaudhuri- Count your chickens before they hatch

Ramadurai - TCS Story

Blogs : Seth Godwin, Guy Kawasaki, Kiruba Shankar

Review : Harvard Business review

Reports : Deloitte Netsis

Magazines : Bloomberg Businessweek, Economist

SEMESTER II

PICM106	APPLIED OPERATIONS RESEARCH	L	T	P	C
		3	1	0	4

Course Objective

- To understand the role of quantitative techniques in managerial decision making
- To learn the concepts of operations research applied in business decision making
- To provide an understanding of task involved in operational research process

Course Outcomes

CO1: Ability to develop operational research model.

CO2: .Ability to evaluate industrial problems using operations research techniques.

CO3: Ability to facilitate quantitative solutions in business decision making under conditions of certainty, risk and uncertainty.

Course Content

UNIT I INTRODUCTION TO LINEAR PROGRAMMING (LP)

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

UNIT II LINEAR PROGRAMMING EXTENSIONS

Transportation Models (Minimising and Maximising Problems) – Balanced and unbalanced Problems – Initial Basic feasible solution by N-W Corner Rule, Least cost and Vogel's approximation methods. Check for optimality. Solution by MODI / Stepping Stone method. Case of Degeneracy. Transshipment Models. Assignment Models (Minimising and Maximising Problems) – Balanced and Unbalanced Problems. Solution by Hungarian and Branch and Bound Algorithms. Travelling Salesman problem. Crew Assignment Models.

UNIT III INTEGER PROGRAMMING AND GAME THEORY

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

UNIT IV INVENTORY MODELS, SIMULATION AND DECISION THEORY

Inventory Models – EOQ and EBQ Models (With and without shortages), Quantity Discount Models. Decision making under risk – Decision trees – Decision making under uncertainty. Monte-carlo simulation.

UNIT V QUEUING THEORY AND REPLACEMENT MODELS

Queuing Theory - single and Multi-channel models – infinite number of customers and infinite calling source. Replacement Models-Individuals replacement Models (With and without time value of money) – Group Replacement Models.

References

1. Hamdy. A. Taha, Operations Research: An Introduction, Prentice Hall, 9th Edition, 2014.
2. Paneerselvam R., Operations Research, Prentice Hall of India, Fourth Print, 2008
3. Frederick S. Hillier, Introduction to Operations Research, McGraw Hill, 9th Edition, 2011.
4. N. D Vohra, Quantitative Techniques in Management, Tata McGraw Hill, 2010
5. Pannerselvam R, Production and Operations Management, Prentice Hall India, 2nd Edition, 2012.

PMGC107	MARKETING MANAGEMENT	L	T	P	C
		3	0	0	3

Course Objective

- To observe the dramatic changes happening in the Marketing Environment
- To analyse about how values are created, communicated and delivered to the target audience
- To analyse about how to sustain the values and tap global market with latest practices

Course Outcomes

- CO1:** Ability to develop a marketing mix strategy for industrial and consumer markets as well as propose a suitable marketing plan for any competitive environment.
- CO2:** Ability to propose an integrated marketing communication design for launching a new product.
- CO3:** Ability to propose a suitable marketing strategy in aligning with respective industrial and individual buyer behavior.

Course Content

UNIT I INTRODUCTION

Marketing – Definitions - Conceptual frame work – Marketing environment: Internal and External - Marketing interface with other functional areas – Production, Finance, Human Relations Management, Information System. Marketing in global environment – Prospects and Challenges.

UNIT II MARKETING STRATEGY

Marketing strategy formulations – Key Drivers of Marketing Strategies - Strategies for Industrial Marketing – Consumer Marketing — Services marketing – Competitor analysis - Analysis of consumer and industrial markets – Strategic Marketing Mix components.

UNIT III MARKETING MIX DECISIONS

Product planning and development – Product life cycle – New product Development and Management – Market Segmentation – Targeting and Positioning – Channel Management – Advertising and sales promotions – Pricing Objectives, Policies and methods.

UNIT IV BUYER BEHAVIOUR

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

UNIT V MARKETING RESEARCH & TRENDS IN MARKETING

Marketing Information System – Research Process – Concepts and applications: Product – Advertising – Promotion – Consumer Behaviour – Retail research – Customer driven organizations - Cause related marketing - Ethics in marketing –Online marketing trends.

References

1. Kotler, Philip, Kevin Lane Keller, Marketing Management: A South Asian Perspective, Pearson Education, 15th Edition, 2015.
2. Ramasamy V.S. and Namakumari S., Marketing Management: Global Perspective in Indian Context, Sage Publication, 6th edition, 2018.
3. Baines Paul, Chris Fill and Page Kelly, Marketing, Oxford University Press, Asian edition, 2013.
4. KS Chandrasekar, Marketing Management-Text and Cases, Tata McGrawHill-Vijaynicole, 1st edition, 2010.
5. Lamb, Hair, Sharma, Mc Daniel, Marketing, An Innovative approach to learning and teaching, A south Asian perspective, Cengage Learning, 2012.

PMGC108	HUMAN RESOURCE MANAGEMENT	L	T	P	C
		3	0	0	3

Course Objective

- To align HR systems with the strategic business objectives of a firm
- To design a training program and evaluate the training results
- To identify and appreciate the significance of the ethical issues in HR

Course Outcomes

CO1: Ability to design a suitable staffing strategy.

CO2: Ability to design a training and development programme to enhance the workforce.

CO3: Ability to create the workplace strategies that promote the employee and management relationship.

Course Content

UNIT I PERSPECTIVES IN HUMAN RESOURCE MANAGEMENT

Evolution of human resource management – The importance of the human factor – Challenges – Inclusive growth and affirmative action -Role of human resource manager – Human resource policies – Computer applications in human resource management – Human resource accounting and audit.

UNIT II THE CONCEPT OF BEST FIT EMPLOYEE

Importance of Human Resource Planning – Forecasting human resource requirement – matching supply and demand - Internal and External sources. Recruitment - Selection – induction – Socialization benefits.

UNIT III TRAINING AND EXECUTIVE DEVELOPMENT

Types of training methods –purpose- benefits- resistance. Executive development programmes – Common practices - Benefits – Self development – Knowledge management.

UNIT IV SUSTAINING EMPLOYEE INTEREST

Compensation plan – Reward – Motivation – Application of theories of motivation – Career management – Development of mentor – Protégé relationships.

UNIT V PERFORMANCE EVALUATION AND CONTROL PROCESS

Method of performance evaluation – Feedback – Industry practices. Promotion, Demotion, Transfer and Separation – Implication of job change. The control process – Importance – Methods – Requirement of effective control system - grievances – Causes – Implications – Redressal methods.

References

1. Dessler G., Human Resources Management, Prentice Hall of India, 14th Edition, 2015.
2. Rao VSP, Human Resources Management: Text and Cases, Excel books, 2010.
3. Decenzo DA and Robins SP., Fundamentals of Human Resource Management, Wiley, 11th Edition, 2012.
4. Cascio WF, Managing Human Resources- Productivity, Quality of Work Life, Profits, McGraw-Hill Education; 9th Edition, 2011.
5. Bansal S, Yadav J & Kakkar H., Case Studies in Human Resource Management, IK International Publishing House, 2015.

PMGC109	FINANCIAL MANAGEMENT	L	T	P	C
		3	0	0	3

Course Objective

- To provide the student with finance knowledge needed for business management
- To enhance the skills necessary to manage a financial requirements of a firm
- To enable the students to analyze the optimum utilization of cash and inventories in a firm

Course Outcomes

- CO1:** Ability to estimate the impact of change in capital structure and predict the change in the value of the firm with respect to dividend decisions.
- CO2:** Ability to formulate capital budgeting decisions in an organisation.
- CO3:** Ability to solve working capital problems that may surface in an organisation.

Course Content

UNIT I FOUNDATIONS OF FINANCE

Introduction to finance- Financial Management – Nature, scope and functions of Finance, organization of financial functions, objectives of Financial management, Major financial decisions – Time value of money – features and valuation of shares and bonds – Concept of risk and return – single asset and of a portfolio.

UNIT II INVESTMENT DECISIONS

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

UNIT III FINANCING AND DIVIDEND DECISION

Leverages - Operating and Financial leverage – measurement of leverages – degree of Operating & Financial leverage – Combined leverage, EBIT – EPS Analysis- Indifference point. Capital structure – Theories – Net Income Approach, Net Operating Income Approach, MM Approach – Determinants of Capital structure. Dividend decision- Issues in dividend decisions, Importance, Relevance & Irrelevance theories – Walter's – Model, Gordon's model and MM model. – Factors determining dividend policy – Types of dividend policies – forms of dividend.

UNIT IV WORKING CAPITAL MANAGEMENT

Principles of working capital: Concepts, Needs, Determinants, issues and estimation of working capital - Accounts Receivables Management - Inventory management – Cash management - Working capital finance : Trade credit, Bank finance and Commercial paper.

UNIT V LONG TERM SOURCES OF FINANCE

Indian capital market- New issues market- Secondary market - Long term finance: Shares, debentures and term loans, lease, hire purchase, venture capital financing, Private Equity.

References

1. Khan, M.Y. and Jain P.K., Financial Management: Text, Problems and Cases, Tata McGraw-Hill, 2014.
2. Chandra, Prasanna, Financial Management, Theory and Practice, Tata McGraw-Hill, 2014.
3. Eugene.F.Brigham and Joel.F.Houston, Fundamentals of Financial Management and Policy, Cengage Learning, 8th Edition, 2015.
4. Pandey, I.M., Financial Management, Vikas Publishing House Pvt. Ltd., 11th edition, 2015.
5. James C. Vanhorne –Fundamentals of Financial Management– PHI Learning, 13th Edition, 2014.

PMGC110	OPERATIONS MANAGEMENT	L	T	P	C
		3	0	0	3

Course Objective

- To understand the role of operations management in business management
- To provide an understanding of task involved in operational planning and forecasting
- To explain the concepts, strategies, tools and techniques for managing the transformation process that can lead to competitive advantage

Course Outcomes

CO1: Ability to evaluate operations strategies.

CO2: Ability to develop operations planning.

CO3: Ability to design operations facility and scheduling.

Course Content

UNIT I INTRODUCTION TO OPERATIONS MANAGEMENT

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

UNIT II FORECASTING, CAPACITY AND FACILITY DESIGN

Demand Forecasting – Need, Types, Objectives and Steps. Overview of Qualitative and Quantitative methods. Capacity Planning – Long range, Types, Developing capacity alternatives. Overview of sales and operations planning. Overview of MRP, MRP II and ERP.

Facility Location – Theories, Steps in Selection, Location Models. Facility Layout – Principles, Types, Planning tools and techniques.

UNIT III DESIGN OF PRODUCT, PROCESS AND WORK SYSTEMS

Product Design – Influencing factors, Approaches, Legal, Ethical and Environmental issues. Process – Planning, Selection, Strategy, Major Decisions. Work Study – Objectives, Procedure. Method Study and Motion Study. Work Measurement and Productivity – Measuring Productivity and Methods to improve productivity.

UNIT IV MATERIALS MANAGEMENT

Materials Management – Objectives, Planning, Budgeting and Control. Purchasing – Objectives, Functions, Policies, Vendor rating and Value Analysis. Stores Management – Nature, Layout, Classification and Coding. Inventory – Objectives, Costs and control techniques. Overview of JIT.

UNIT V SCHEDULING AND PROJECT MANAGEMENT

Project Management – Scheduling Techniques, PERT, CPM; Scheduling - work centers – nature, importance; Priority rules and techniques, shopfloor control; Flow shop scheduling – Johnson's Algorithm – Gantt charts; personnel scheduling in services.

References

1. Norman Gaither and Gregory Frazier, Operations Management, Cengage Delmar Learning India Pvt, 2013.
2. William J Stevenson, Operations Management, Tata McGraw Hill, 9th Edition, 2009.
3. Richard B. Chase, Ravi Shankar, F. Robert Jacobs, Nicholas J. Aquilano, Operations and Supply Management, Tata McGraw Hill, 12th Edition, 2010.
4. Mahadevan B, Operations Management Theory and practice, Pearson Education, 2nd Edition, 2010.
5. Pannerselvam R, Production and Operations Management, Prentice Hall India, 2nd Edition, 2012.

PMGC111	INTERNATIONAL BUSINESS MANAGEMENT	L	T	P	C
		3	0	0	3

Course Objective

- To familiarize the students to the basic concepts of international business management
- To gain the conceptual clarity of the theoretical aspects of international trade and finance
- To incorporate international issues in designing corporate strategies in a fast changing environment

Course Outcomes

CO1: Ability to design a sustainable business plan based on the global business environment.

CO2: Ability to propose an international market research to enter into particular global market by taking into account their export – import procedures and sources of finance available.

CO3: Ability to formulate a solution for ethical issues involved in entering into global market.

Course Content

UNIT I INTRODUCTION

International Business –Definition – Internationalizing business-Advantages –factors causing globalization of business- international business environment – country attractiveness – Political, economic and cultural environment – Protection Vs liberalization of global business environment.

UNIT II INTERNATIONAL TRADE AND INVESTMENT

Promotion of global business – the role of GATT/WTO – multilateral trade negotiation and agreements – VIII & IX, round discussions and agreements – Challenges for global business – global trade and investment – theories of international trade and theories of international investment – Need for global competitiveness – Regional trade block – Types – Advantages and disadvantages – RTBs across the globe – brief history.

UNIT III INTERNATIONAL STRATEGIC MANAGEMENT

Strategic compulsions-Standardization Vs Differentiation – Strategic options – Global portfolio management- global entry strategy – different forms of international business – advantages organizational issues of international business – organizational structures –

controlling of international business – approaches to control – performance of global business- performance evaluation system.

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

Global production –Location –scale of operations- cost of production – Make or Buy decisions – global supply chain issues – Quality considerations- Globalization of markets, marketing strategy – Challenges in product development , pricing, production and channel management- Investment decisions – economic- Political risk – sources of fund- exchange rate risk and management – strategic orientation – selection of expatriate managers- Training and development – compensation.

UNIT V CONFLICT MANAGEMENT AND ETHICS IN INTERNATIONAL BUSINESS MANAGEMENT

Disadvantages of international business – Conflict in international business- Sources and types of conflict – Conflict resolutions – Negotiation – the role of international agencies – Ethical issues in international business – Ethical decision-making.

References

1. Charles W. L. Hill and Arun Kumar Jain, International Business-Competing in the Global Market Place, TMH Publication, 10th Edition, 2014.
2. Cherunilam .F, International Business: Text and Cases, Prentice Hall of India Learning Pvt. Ltd., 5th Edition, 2010.
3. Aswathappa, K., International Business, Tata McGraw Hill Publication, 5th Edition, 2012.
4. Ajeet N. Mathur, Strategies for Future: Understanding International Business, Random House India, 2016.
5. Leslie P Willcocks, Global Business Management Foundations, Steve Brookes Publishing, 2nd edition, 2013.

PMGC112	BUSINESS RESEARCH METHODS	L	T	P	C
		3	0	0	3

Course Objective

- To use appropriate research methods to collect, organize, display, and analyse data
- To develop analytical skills for business decision management
- To develop the skills for scientific communications

Course Outcomes

CO1: Ability to evaluate the collected research data.

CO2: Ability to propose new research methodology in business domain.

CO3: Ability to develop an effective scientific research study communications.

Course Content

UNIT I INTRODUCTION

Business Research – Definition and Significance – the research process – Types of Research – Exploratory and causal Research – Theoretical and empirical Research – Cross –Sectional and time – series Research – Research questions / Problems – Research objectives – Research hypotheses – characteristics – Research in an evolutionary perspective – the role of theory in research.

UNIT II RESEARCH DESIGN AND MEASUREMENT

Research design – Definition – types of research design – exploratory and causal research design– Descriptive and experimental design – different types of experimental design – Validity of findings – internal and external validity – Variables in Research – Measurement and scaling – Different scales – Construction of instrument – Validity and Reliability of instrument.

UNIT III DATA COLLECTION

Types of data – Primary Vs Secondary data – Methods of primary data collection – Survey Vs Observation – Experiments – Construction of questionnaire and instrument – Validation of questionnaire – Sampling plan – Sample size – determinants optimal sample size – sampling techniques – Probability Vs Non–probability sampling methods.

UNIT IV DATA PREPARATION AND ANALYSIS

Data Preparation – editing – Coding –Data entry – Validity of data – Qualitative Vs Quantitative data analysis – Bivariate and Multivariate statistical techniques – Factor analysis – Discriminant analysis – cluster analysis – multiple regression and correlation – multidimensional scaling – Conjoint Analysis - Application of statistical software for data analysis.

UNIT V REPORT DESIGN, WRITING AND ETHICS IN BUSINESS RESEARCH

Research report – Different types – Contents of report – need of executive summary – chapterization – contents of chapter – report writing – the role of audience – readability – comprehension – tone – final proof – report format – title of the report – ethics in research – ethical behaviour of research – subjectivity and objectivity in research.

References

1. Cooper D R, Schindler P S and Sharma J K., Business Research Methods, Tata McGraw Hill, 11th Edition, 2012.
2. Sekaran U, Research Methods for Business, Wiley India, 7th Edition, 2016.
3. Alan Bryman and Emma Bell, Business Research methods, 3rd Edition, Oxford University Press, New Delhi, 2011
4. William G Zikmund, Barry J Babin, Jon C.Carr, Atanu Adhikari,Mitch Griffin, Business Research methods, A South Asian Perspective, 8th Edition, Cengage Learning, New Delhi, 2012.
5. Hair JF and Black WC, Multivariate Data Analysis, Pearson; 7th Edition, 2013.

PMGO101	BUSINESS ANALYTICS	L	T	P	C
		0	0	2	2

Course Objective

- To have hands-on experience on decision modeling
- To learn the modelling tools and techniques
- To examine the problems solving methodologies in the area of finance and operation

Course Outcomes

CO1: Ability to develop analytical models for processing research data

CO2: Ability to develop analytical models for solving Finance related problems

CO3: Ability to develop analytical models for solving Operations related problems

Course Content

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

S.No.	Exp. No.	Details of experiments	Duration
		Name	
1	1	Descriptive Statistics	4
2	2	Hypothesis - Parametric	4
3	3	Hypothesis – Non-parametric	4
4	4	Correlation & Regression	4
5	5	Forecasting	4
6	-	Extended experiment – 1	4
7	6	Portfolio Selection	4
8	7	Risk Analysis & Sensitivity Analysis	4
9	8	Revenue Management	4
10	-	Extended experiment – 2	4
11	9	Transportation & Assignment	4
12	10	Networking Models	4
13	11	Queuing Theory	4
14	12	Inventory Models	4
15	-	Extended experiments – 3	4

- **Spreadsheet Software and**
- **Data Analysis Tools**

References

1. David M. Levine et al, Statistics for Managers using MS Excel (6th Edition) Pearson, 2010
2. David R. Anderson, et al, An Introduction to Management Sciences: Quantitative approaches to Decision Making, (13th edition) South-Western College Pub, 2011.
3. William J. Stevenson, Ceyhun Ozgur, Introduction to Management Science with Spreadsheet, Tata McGraw Hill, 2009.

SEMESTER III

PMGC113	STRATEGIC MANAGEMENT	L	T	P	C
		3	0	0	3

Course Objective

- To understand the issues related to Strategic Management and the determinants of competitive advantages
- To know the process for strategy formulation, evaluation and implementation
- To learn the various tools and techniques used for strategic analysis and choice

Course Outcomes

- CO1:** Ability to evaluate and choose the determinants of competitive advantage for the given business model.
- CO2:** Ability to design strategies for a new strategic business unit.
- CO3:** Ability to develop strategies for the emerging business environment.

Course Content

UNIT I STRATEGY AND PROCESS

Conceptual framework for strategic management, the Concept of Strategy and the Strategy Formation Process – Stakeholders in business – Vision, Mission and Purpose – Business definition, Objectives and Goals - Corporate Governance and Social responsibility - Case Study.

UNIT II COMPETITIVE ADVANTAGE

External Environment - Porter's Five Forces Model-Strategic Groups Competitive Changes during Industry Evolution - Globalisation and Industry Structure - National Context and Competitive advantage Resources - Capabilities and competencies–core competencies-Low cost and differentiation - Generic Building Blocks of Competitive Advantage- Distinctive Competencies Resources and Capabilities - Durability of competitive Advantage- Avoiding Failures and Sustaining Competitive Advantage-Case Study.

UNIT III STRATEGIES

The generic strategic alternatives – Stability, Expansion, Retrenchment and Combination strategies - Business level strategy- Strategy in the Global Environment - Corporate Strategy- Vertical Integration - Diversification and Strategic Alliances- Building and Restructuring the corporation - Strategic analysis and choice - Environmental Threat and Opportunity Profile

(ETOP) - Organizational Capability Profile - Strategic Advantage Profile - Corporate Portfolio Analysis - SWOT Analysis - GAP Analysis - Mc Kinsey's 7s Framework - GE 9 Cell Model - Distinctive competitiveness - Selection of matrix - Balance Score Card-Case Study.

UNIT IV STRATEGY IMPLEMENTATION & EVALUATION

The implementation process, Resource allocation, Designing organisational structure - Designing Strategic Control Systems- Matching structure and control to strategy - Implementing Strategic change – Politics - Power and Conflict - Techniques of strategic evaluation & control - Case Study.

UNIT V OTHER STRATEGIC ISSUES

Managing Technology and Innovation - Strategic issues for Non Profit organisations - New Business Models and Strategies for Internet Economy-Case Study

References

1. Charles W. L. Hill and Gareth R. Jones, Strategic Management: An Integrated Approach, Cengage Learning, 2013.
2. Thomas L. Wheelen, J. David Hunger and Krish Rangarajan, Strategic Management and Business Policy, Pearson Education., 13th Edition, 2013.
3. Dr. Dharma Bir Singh, Strategic Management & Business Policy, Wiley, 2012.
4. John Pearce, Richard Robinson and Amitha Mittal, Strategic Management, McGraw Hill, 12th Edition, 2012.
5. John A. Parnell, Strategic Management, Theory and practice, Biztantra, 2012.

PMGO102	SUMMER TRAINING	L	T	P	C
		0	0	1	1

Course Objective

- To develop insight of business practices in the industry
- To reconcile the observed business practices with theory learned in the class
- To develop a greater understanding about career options while more clearly defining personal career goals

Course Outcomes

CO1: Ability to propose best practices, systems, processes, procedures and policies of a company/industry in different functional areas.

CO2: Ability to develop strategies in different functional areas.

CO3: Ability to design business model by combining various strategies in all functional areas.

Course Content

Summer Training is an integral part of the academic curriculum of MBA. For the successful completion of the MBA programme, the students are required to complete the Summer Training. After completion of the 1st year of the programme, i.e., after the 2nd semester and before the commencement of the second year of the programme, the students are required to take up summer training work with a business organization for industrial exposure. The duration of the Summer Training is eight weeks.

Summer Training aims at widening the student's perspective by providing an exposure to real life organizational and environmental situations. This will enable the students to explore an industry/organization, build a relationship with a prospective employer, or simply hone their skills in a familiar field. Summer Training also provides invaluable knowledge and networking experience to the students.

During the internship, the student has the chance to put whatever he/she learned in the 1st year of MBA with business practices of the respective organizations. The organization, in turn, benefits from the objective and unbiased perspective of the student based on concepts and skills imbibed in the first year at the MBA institute.

References

1. Rajendran R and Kalaiarasi V, Summer Training Manual, SRIT Business School, SRIT, Fourth Version, 2016.

SEMESTER IV

PMGO103	PROJECT WORK	L	T	P	C
		0	0	12	12

Course Objective

- To provide an opportunity for demonstrating students' knowledge, skills and behavioural abilities in their selected area of research
- To inculcate the scientific thinking and holistic approach among students
- To promote the problem solving ability and research skill

Course Outcomes

- CO1:** Ability to plan and manage a research project to solve a new business problem or develop a strategy for a new opportunity.
- CO2:** Ability to build capability in working independently addressing managerial issues of a business.
- CO3:** Ability to develop a technical report professionally.

Course Content

It is a culminating course where students will be applying the knowledge, skills and behavioral abilities they have acquired throughout the program by implementing a research project which is carried out during the fourth semester.

The primary focus is given on the survey of literature, formulation of the objectives, development of the research methodology and preparation of the work schedule. Later the focus shifted towards the project execution that includes data collection, analysis of data using appropriate tools and techniques, interpreting the findings, discussing their implications and final report writing.

Students are expected to complete project work according to the planned schedule with desired deliverables.

References

1. Based on the area of the research.

PROFESSIONAL ELECTIVE

PMGS111	BRAND MANAGEMENT	L	T	P	C
		3	0	0	3

Course Objective

- To provide an understanding on creating brand and its importance in the modern era
- To provide the appropriate concepts and techniques to improve the long-term profitability on brand strategies
- To enhance the knowledge on brand extension concepts

Course Outcomes

CO1: Ability to build a new brand for an organization.

CO2: Ability to successfully establish and sustain brands and lead to extensions.

CO3: Ability to create brand equity and measure the brand performance of any product.

Course Content

UNIT I INTRODUCTION

Basics Understanding of Brands – Definitions - Branding Concepts – Functions of Brand - Significance of Brands – Different Types of Brands – Co branding – Store brands.

UNIT II BRAND STRATEGIES

Strategic Brand Management process – Building a strong brand – Brand positioning – Establishing Brand values – Brand vision – Brand Elements – Branding for Global Markets – Competing with foreign brands

UNIT III BRAND COMMUNICATIONS

Brand image Building – Brand Loyalty programmes – Brand Promotion Methods – Role of Brand ambassadors, celebrities – On line Brand Promotions.

UNIT IV BRAND EXTENSION

Brand Adoption Practices – Different types of brand extension – Factors influencing Decision for extension – Re-branding and re-launching.

UNIT V BRAND PERFORMANCE

Measuring Brand Performance – Brand Equity Management - Global Branding strategies - Brand Audit – Brand Equity Measurement – Brand Leverage -Role of Brand Managers– Branding challenges & opportunities.

References

1. Kevin Lane Keller, Strategic Brand Management: Building, Measuring and Managing Brand Equity, Pearson, 4th Edition, 2013.
2. Moorthi Y L R, Brand Management, Vikas Publishing House, 2012.
3. Alina Wheeler, Designing Brand Identity: An Essential Guide for the Whole Branding Team”, Wiley publication, 4th Edition, 2013.
4. Leslie de Charnatony, Malcolm McDonald and Elaine Wallace, Creating Powerful Brands, Routledge, 4th Edition, 2012.
5. Kisholoy Roy, Brand Management, Vrinda Publication, 2012.

PMGS112	CONSUMER BEHAVIOUR	L	T	P	C
		3	0	0	3

Course Objective

- To understand the concepts of consumer behaviour and its application in purchase decisions
- To analyse the relationship between psychological social and cultural drivers behind consumer behaviour and marketing
- To identify the dynamics of human behaviour and the basic factors that influence the consumers decision process

Course Outcomes

- CO1:** Ability to predict individual, social and cultural factors that affect consumers' decision making process;
- CO2:** Ability to propose the major stages which consumers usually go through when making a consumption-related decision
- CO3:** Ability to propose the essence of how consumers make decisions and assess the relevant implications for marketing practitioners

Course Content

UNIT I INTRODUCTION

Concepts – Significance – Dimensions of Consumer Behavior – Application of knowledge of Consumer Behaviour in marketing decisions.

UNIT II CONSUMER BEHAVIOR MODELS

Industrial and individual consumer behaviour models - Howard- Sheth, Engel – Kollat, Webstar and wind Consumer Behaviour Models – Implications of the models on marketing decisions.

UNIT III INTERNAL INFLUENCES

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

UNIT IV EXTERNAL INFLUENCES

Socio-Cultural, Cross Culture - Family group – Reference group – Communication - Influences on Consumer behavior

UNIT V PURCHASE DECISION PROCESS

High and low involvement - Pre-purchase and post-purchase behavior – Online purchase decision process – Diffusion of Innovation – Managing Dissonance - Emerging Issues.

References:

1. Leon G Schiffman, Joseph Wisemblit, S Ramesh Kumar , Consumer Behaviour, 11th edition, Pearson, 2015
2. Barry J.Babin, Eric G.Harris, Ashutosh Mohan, Consumer Behavior: A South Asian Perspective, Cengage Learning, Indian Edition, 6th Edition, 2016
3. P.C.Jain and Monika Bhatt., Consumer Behavior in Indian Context, S.Chand & Company, 2013.
4. Srabanti Mukherjee, Consumer behavior, Cengage Learning, 2012.
5. Assael, Consumer Behavior - A Strategic Approach, Biztranza, 2008

PMGS113	CUSTOMER RELATIONSHIP MANAGEMENT	L	T	P	C
		3	0	0	3

Course Objective

- To make the students to understand the importance of life time value of customers and its impact on business
- To create awareness about the operational issues involved in formulation and implementation of CRM
- To understand the strategic planning process to create an effective CRM system in the modern era

Course Outcomes

CO1: Ability to create an effective customer relationship management by developing a lifetime value for a sustainable organizational development.

CO2: Ability to develop the strategies for customer acquisition and retention.

CO3: Ability to design e-CRM solutions for the different business issues.

Course Content

UNIT I INTRODUCTION

Definitions - Concepts and Context of relationship Management – Evolution - Transactional Vs Relationship Approach – CRM as a strategic marketing tool – CRM significance to the stakeholders.

UNIT II UNDERSTANDING CUSTOMERS

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

UNIT III CRM STRUCTURES

Elements of CRM – CRM Process – Strategies for Customer acquisition – Retention and Prevention of defection – Models of CRM – CRM road map for business applications.

UNIT IV CRM PLANNING AND IMPLEMENTATION

Strategic CRM planning process – Implementation issues – CRM Tools- Analytical CRM – Operational CRM – Call center management – Role of CRM Managers.

UNIT V TRENDS IN CRM

e - CRM Solutions – Data Warehousing – Data mining for CRM – an introduction to CRM software packages.

References

1. Jagdish.N.Sheth, Atul Parvatiyar and Shainesh G., Customer Relationship Management, TMH Publication, 2011.
2. Alok Kumar Rai, Customer Relationship Management, PHI Learning, 2nd Edition, 2013.
3. Kumar and Werner J. Reinartz, Customer Relationship Management, Wiley Publication, 2010.
4. Zikmund. Customer Relationship Management, Wiley 2012.
5. Shanmugasundaram S, Customer Relationship Management, PHI publication, 2010.

PMGS114	INTEGRATED MARKETING COMMUNICATION	L	T	P	C
		3	0	0	3

Course Objective

- To understand the basic tenets of IMC strategies and various types of media
- To provide the knowledge on different media and its impact on the society
- To equip the students with knowledge on sales promotion methods and its need in the emerging market

Course Outcomes

CO1: To develop an advertising and social media campaigning for the business.

CO2: To create and measure the impact of advertisements in the business and its influence in consumer decision making process.

CO3: To develop a solution to the contemporary issues related to IMC.

Course Content

UNIT I INTRODUCTION TO ADVERTISEMENT

Concept –definition-scope-Objectives-functions-principles of advertisement – Social, Economic and Legal Implications of advertisements – setting advertisement objectives – Advertisement Agencies – Selection and remuneration – Advertisement campaigns – case studies.

UNIT II ADVERTISEMENT MEDIA

Media plan – Type and choice criteria – Reach and frequency of advertisements – Cost of advertisements - related to sales – Media strategy and scheduling. design and execution of advertisements -Message development – Different types of advertisements – Layout – Design appeal – Copy structure – Advertisement production – Print – Radio. T.V. and Web advertisements – Media Research – Testing validity and Reliability of ads – Measuring impact of advertisements – case studies.

UNIT III SALES PROMOTION

Scope and role of sale promotion – Definition – Objectives of sales promotion - sales promotion techniques – Trade oriented and consumer oriented. Sales promotion – Requirement identification – Designing of sales promotion campaign – Involvement of salesmen and dealers – Out sourcing sales promotion national and international promotion

strategies – Integrated promotion – Coordination within the various promotion techniques – Online sales promotions- case studies.

UNIT IV PERSONAL SELLING

Introduction – Meaning – Functions- Personal selling process – Evaluation – Compensation – Motivation- Territory Management – Sales Report Preparation and Presentation- Ethical Issues

UNIT V PUBLICITY AND PUBLIC RELATIONS

Introduction – Meaning – Objectives –Scope-Functions-integrating PR in to Promotional Mix-Marketing Public Relation function- Process of Public Relations-advantages and disadvantages of PR-Measuring the Effectiveness of PR- PR tools and techniques. Difference between Marketing, PR and Publicity -- Social publicity – Web Publicity and Social media – Publicity Campaigns

References

1. George E. Belch, Michael A. Belch and Keyoor Purani, Advertising and Promotions IMC Perspectives, Tata McGraw Hill, 10th Edition, 2014.
2. Terence A. Shimp, Integrated Marketing Communication in Advertising and Promotion, Cengage Learning, 9th Edition, 2016.
3. Jaishri Jefhwaney, Advertising Management, Oxford University Press, 2nd Edition, 2013
4. Clow and Baack, Integrated Advertising, Promotion, and Marketing Communications, Pearson, 5th Edition, 2012.
5. Tom Duncan, Principles of Advertising and IMC, Tata McGraw Hill, 2011.

PMGS115	RETAIL MARKETING	L	T	P	C
		3	0	0	3

Course Objective

- To provide an understanding of the retail business environment in India and in the global scenario
- To enable the students to develop strategies related to retail marketing mix and appreciate the role of Information Technology in Retailing
- To provide the knowledge on Information Technology and ethics in Retailing

Course Outcomes

CO1: To create an excellent shopping experience to customer based on their shopping behavior.

CO2: To design a strategic decisions involving retail location and supply chain.

CO3: To develop an ethical solution to the social and Green issues in retailing.

Course Content

UNIT I INTRODUCTION

An overview of Global Retailing – Challenges and opportunities – Retail trends in India – Socio economic and technological Influences on retail management – Government of India policy implications on retails.

UNIT II RETAIL FORMATS

Organized and unorganized formats – Different organized retail formats – Characteristics of each format – Emerging trends in retail formats – MNC's role in organized retail formats.

UNIT III RETAILING DECISIONS

Choice of retail locations - internal and external atmospherics – Positioning of retail shops – Building retail store Image - Retail service quality management – Retail Supply Chain Management – Retail Pricing Decisions. Mercandising and category management – buying.

UNIT IV RETAIL SHOP MANAGEMENT

Visual Merchandise Management – Space Management – Retail Inventory Management – Retail accounting and audits - Retail store brands – Retail advertising and promotions – Retail Management Information Systems - Online retail – Emerging trends .

UNIT V RETAIL SHOPPER BEHAVIOUR

Understanding of Retail shopper behaviour – Shopper Profile Analysis – Shopping Decision Process - Factors influencing retail shopper behaviour – Complaints Management - Retail sales force Management – Challenges in Retailing in India.

References

1. Michael Levy, Boston, A.Weitz and Ajay Pandit, Retail Management, TMH Publication, 8th Edition, 2015.
2. Bermans B M., Mathur M and Joel Evans J., Retail Management – A Strategic Approach, Pearson, 11th Edition, 2016.
3. Robert F Lusch, Patrick M. Dunne and James R. Carver, Introduction to Retailing, Cengage Learning, 7th Edition, 2011.
4. Chetan Bajaj, Rajnish Tow & Nidhi V. Srivatsava, Retail Management, Oxford University Press, 2nd Edition, 2011.
5. Ogden, Integrated Retail Management, Biztranza, 2010.

PMGS116	SERVICES MARKETING	L	T	P	C
		3	0	0	3

Course Objective

- To understand the unique challenges of services marketing, including the elements of product, price, place, promotion, processes, physical evidence, and people
- To understand the service quality measurements to build customer loyalty and evaluate the effectiveness and efficiency of customer service offerings
- To understand service blueprinting, the integration of new technologies, and other key issues facing today's customer service providers and service managers

Course Outcomes

CO1: Ability to create a services marketing strategy in promoting services.

CO2: Ability to develop a theoretical and practical basis for assessing service performance using company examples and report on this in a professional, logical and coherent way.

CO3: Ability to develop linkages between marketing and other business functions in the context of designing and operating an effective service system.

Course Content

UNIT I INTRODUCTION

Definition – Service Economy – Evolution and growth of service sector – Nature and Scope of Services – Unique characteristics of services - Challenges and issues in Services Marketing.

UNIT II SERVICE MARKETING OPPORTUNITIES

Assessing service market potential - Classification of services – Expanded marketing mix – Service marketing – Environment and trends – Service market segmentation, targeting and positioning.

UNIT III SERVICE DESIGN AND DEVELOPMENT

Service Life Cycle – New service development – Service Blue Printing – GAP model of service quality – Measuring service quality – SERVQUAL – Service Quality function development.

UNIT IV SERVICE DELIVERY AND PROMOTION

Positioning of services – Designing service delivery System, Service Channel – Pricing of services, methods – Service marketing triangle - Integrated Service marketing communication.

UNIT V SERVICE STRATEGIES

Service Marketing Strategies for health – Hospitality – Tourism – Financial – Logistics - Educational – Entertainment & public utility Information technique Services.

References

1. Christopher H. Lovelock and Jochen Wirtz, Services Marketing, Pearson Education, New Delhi, 7th edition, 2011.
2. Hoffman, Marketing of Services, Cengage, 4th Edition, 2010.
3. Kenneth E. Clow, et al, Services Marketing Operation Management and Strategy, Biztantra, 2nd Edition, New Delhi, 2004.
4. Valerie Zeithaml et al, Services Marketing, 5th International Edition, Tata McGraw Hill, 2007.
5. Gronroos, Service Management and Marketing –Wiley India, 3rd Edition, 2009

PMGS117	SOCIAL MARKETING	L	T	P	C
		3	0	0	3

Course Objective

- To provide an understanding of components of social media and usage of the same for effective marketing
- To identify best practices for Social Media Marketing, including platform level best practices
- To create awareness on different analytics and its promotion methods

Course Outcomes

CO1: Ability to create a social media marketing plan for different markets.

CO2: Ability to develop a brand for your business at different social media platforms.

CO3: Ability to measure and create best promotion methods using different analytics.

Course Content

UNIT I INTRODUCTION

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

UNIT II SOCIAL MARKETING PROCESS AND PLANNING

Introduction - Environment Monitoring - Social Class and self-efficacy - social capital - Social ecology - Advocacy - A global phenomenon - Social marketing Process - Stages - Ethical considerations. Planning - Formative Research in Social marketing. Analysis - Problem - Environment - Resource.

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

UNIT III SOCIAL MARKETING MIX

Social marketing mix - policy - product - place - price - promotion - people - partnership.

Rating & Reviews - Virtual world - Using media in social marketing - Importance - effectiveness of mass media in social marketing - Practical model for media use in social marketing - Advertisement -Publicity - Edutainment - Civic or Public - Choosing media & methods.

Role of media in social marketing campaigns - planning and developing Social media campaigning – Campaign vs Programme - Programme planning models – conceptual model
Lawrence Green’s PRECEDE-PROCEED model.

UNIT IV ETHICAL ISSUES AND CHALLENGES

Ethical principles - Codes of behavior - Critics of social marketing - Critic of power imbalance in social marketing - Criticism of unintended consequences - Competition in social marketing- Definition - monitoring - countering competition - competition and principle of differential advantage - Internal competition.

UNIT V TRENDS IN SOCIAL MARKETING

Future of Social marketing - setting priorities in social marketing - Repositioning strategies-
Future of Public sector – NGO – Private sector social marketing.

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

References

1. Rob Donovan & Nadine Henley. (2011). Principles and Practice of Social Marketing-an international perspective. Cambridge University Press.
2. Kotler, P., Roberto, N., & Lee, N. (2008). Social Marketing – Influencing Behaviors for Good. (3rd ed.). Thousand Oaks, CA: Sage Publications, Inc.
3. French, J., Blair-Stevens, C., McVey, D., & Merritt, R. Social Marketing and Public Health. Oxford, UK: University Press 2010.
4. Hastings, G. Social Marketing: Why should the Devil Have All the Best Tunes, Routledge 2013
5. Social marketing in the 21st Century- Alan R. Andreasen- sage Publication, 2012

PMGS211	BANKING FINANCIAL SERVICES MANAGEMENT	L	T	P	C
		3	0	0	3

Course Objective

- To equip students with the knowledge regarding the credit management system in banks
- To provide knowledge regarding the banking regulations and banking Performance evaluation
- To improve the knowledge on evaluating banking performance

Course Outcomes

- CO1:** Ability to propose various types of loans to various prospective borrowers with different risk profiles.
- CO2:** Ability to develop technical skills to analyze the riskiness of making loans.
- CO3:** Ability to plan and manage portfolio of loans and risky assets.

Course Content

UNIT I OVERVIEW OF INDIAN BANKING SYSTEM

Overview of Indian Banking System, Functions of banks, key Acts governing the functioning of Indian banking system – RBI Act 1934, Negotiable Instruments Act 1881, Banking Regulations Act 1948 – Rights and obligations of a banker, Overview of Financial statement of banks – Balance sheet and Income Statement.

UNIT II SOURCES AND APPLICATION OF BANK FUNDS

Capital adequacy, Deposits and non-deposit sources, Designing of deposit schemes and pricing of deposit services, application of bank funds – Investments and Lending functions, Types of lending – Fund based, non-fund based, asset based – Different types of loans and their features, Major components of a typical loan policy document, Steps involved in Credit analysis, Credit delivery and administration, Pricing of loans, Customer profitability analysis.

UNIT III CREDIT MONITORING AND RISK MANAGEMENT

Need for credit monitoring, Signals of borrowers financial sickness, Financial distress prediction models – Rehabilitation process, Risk management – Interest rate, liquidity, forex, credit, market, operational and solvency risks – risk measurement process and mitigation, Basic understanding of NPAs and ALM.

UNIT IV MERGERS, DIVERSIFICATION AND PERFORMANCE EVALUATION

Mergers and Diversification of banks into securities market, underwriting, Mutual funds and Insurance business, Risks associated therewith. Performance analysis of banks – background factors, ratio analysis and CAMELS.

UNIT V HIGH TECH E-BANKING

Payment system in India – Paper based, e-payments – Electronic banking – advantages – Plastic money, E-money – Forecasting of cash demand at ATMs – Security threats in e-banking and RBI's initiatives.

References

1. Peter S. Rose and Sylvia C. and Hudgins, Bank Management and Financial Services, Tata McGraw Hill, New Delhi, 2012.
2. James W. Kolari, Benton E. Gup, Commercial Banking -The Management of Risk, John Wiley, 3rd Edition, 2011.
3. Padmalatha Suresh and Justin Paul, Management of Banking and Financial Services, Pearson, 2012.
4. Gordon, K. Natrajan, Banking Theory, Law & Practice, Himalaya Publishing House, 23rd Edition, 2015.
5. Meera Sharma, Management of Financial Institutions – with emphasis on Bank and Risk Management, PHI Learning Pvt. Ltd., New Delhi 2010.

PMGS212	CORPORATE FINANCE	L	T	P	C
		3	0	0	3

Course Objective

- To acquaint the students with nuances involved in corporate financing
- To provide an understanding of the best ethical practices in corporate financing
- To enhance the knowledge about corporate governance and decisions

Course Outcomes

CO1: Ability to propose financing decisions for corporates.

CO2: Ability to predict working capital requirements and appraise of risky investment in corporates.

CO3: Ability to apply the corporate governance guidelines for effective functioning.

Course Content

UNIT I INDUSTRIAL FINANCE

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

UNIT II SHORT TERM-WORKING CAPITAL FINANCE

Estimating working capital requirements – Approach adopted by Commercial banks, Commercial paper- Public deposits and inter corporate investments.

UNIT III ADVANCED FINANCIAL MANAGEMENT

Appraisal of Risky Investments - certainty equivalent of cash flows and risk adjusted discount rate - risk analysis in the context of DCF methods using Probability information - nature of cash flows - Sensitivity analysis - Simulation and investment decision, Decision tree approach in investment decisions.

UNIT IV FINANCING DECISION

Simulation and financing decision - cash inadequacy and cash insolvency - determining the probability of cash insolvency- Financing decision in the Context of option pricing model and agency costs- Inter-dependence of investment- financing and Dividend decisions.

UNIT V CORPORATE GOVERNANCE

Corporate Governance - SEBI Guidelines- Corporate Disasters and Ethics-Corporate Social Responsibility- Stakeholders and Ethics- Ethics, Managers and Professionalism.

References

1. Richard A.Brealey, Stewart C.Myers and Mohanthy, Principles of Corporate Finance, Tata McGraw Hill, 9th Edition, 2011
2. I.M.Pandey, Financial Management, Vikas Publishing House Pvt., Ltd., 12th Edition, 2012.
3. M.Y Khan, Indian Financial System, Tata McGraw Hill, 6th Edition, 2011
4. Besley, Brigham, Parasuraman, Corporate Finance, Cengage Learning, 2015
5. Madura, International Corporate Finance, 10th edition, Cengage Learning, 2014.

PMGS213	DERIVATIVES MANAGEMENT	L	T	P	C
		3	0	0	3

Course Objective

- To provide an understanding regarding the basic operating mechanism in derivatives
- To provide inputs regarding exchange rate mechanism and methods to manage risk in the international financial market
- To enhance the knowledge about the derivatives markets in India

Course Outcomes

CO1: Ability to plan risk management using derivatives.

CO2: Ability to apply different types of derivatives to hedge manage foreign exchange risk.

CO3: Ability to plan for the compliance with the regulatory framework.

Course Content

UNIT I INTRODUCTION

Derivatives – Definition – Types – Forward Contracts – Futures Contracts – Options – Swaps – Differences between Cash and Future Markets – Types of Traders – OTC and Exchange Traded Securities – Types of Settlement – Uses and Advantages of Derivatives – Risks in Derivatives.

UNIT II FUTURES CONTRACT

Specifications of Futures Contract - Margin Requirements – Marking to Market – Hedging uses Futures – Types of Futures Contracts – Securities, Stock Index Futures, Currencies and Commodities – Delivery Options – Relationship between Future Prices, Forward Prices and Spot Prices.

UNIT III OPTIONS

Definition – Exchange Traded Options, OTC Options – Specifications of Options – Call and Put Options – American and European Options – Intrinsic Value and Time Value of Options – Option payoff, options on Securities, Stock Indices, Currencies and Futures – Options pricing models – Differences between future and Option contracts.

UNIT IV SWAPS

Definition of SWAP – Interest Rate SWAP – Currency SWAP – Role of Financial Intermediary – Warehousing – Valuation of Interest rate SWAPs and Currency SWAPs Bonds and FRNs – Credit Risk.

UNIT V DERIVATIVES IN INDIA

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 – Contract Terminology and specifications for stock futures and Index futures in NSE – Contract Terminology and Specifications for Interest Rate Derivatives.

References

1. David Dubofsky., Option and Financial Futures – Valuation and Uses, McGraw Hill International Edition
2. Don M. Chance, Robert Brooks., An Introduction to Derivatives and Risk Management, 9th edition, Cengage, 2015.
3. Keith Redhead., Financial Derivatives, An Introduction to Futures, Forwards, Options and SWAPs', PHI Learning, 2011.
4. S. L. Gupta, Financial Derivatives- Theory, Concepts and Practice, Prentice Hall of India, 2011.
5. Website of NSE, BSE.

PMGS214	MERCHANT BANKING AND FINANCIAL SERVICES	L	T	P	C
		3	0	0	3

Course Objective

- To provide an understanding regarding the various financial services and their applications
- To equip the students with the knowledge regarding the Merchant Banking services in the Corporate Sector
- To enhance the knowledge of the students about Initial Public Offerings

Course Outcomes

CO1: Ability to elaborate the major functions of merchant bankers.

CO2: Ability to adapt the rules and regulations of SEBI for providing better merchant banking services.

CO3: Improve the insights on modes of issuing securities and merchant banking activities.

Course Content

UNIT I MERCHANT BANKING

Introduction – An Over view of Indian Financial System – Merchant Banking in India – Recent Developments and Challenges ahead – merchant banking services offered by banks – NBFC’S offering merchant banking – Banking system – types of banks – payment banking - Legal and Regulatory Framework – Relevant Provisions of Companies Act- SERA- SEBI guidelines- FEMA, etc. - Relation with Stock Exchanges and OTCEI.

UNIT II ISSUE MANAGEMENT

Role of Merchant Banker in Appraisal of Projects, Designing Capital Structure and Instruments – Issue Pricing – Book Building – Preparation of Prospectus Selection of Bankers, Advertising Consultants, etc. - Role of Registrars –Bankers to the Issue, Underwriters, and Brokers. – Offer for Sale – Green Shoe Option – E-IPO, Private Placement – Bought out Deals – Placement with FIs, MFs, FIIs, etc. Off - Shore Issues. – Issue Marketing – Advertising Strategies – NRI Marketing – Post Issue Activities.

UNIT III OTHER FEE BASED SERVICES

Mergers and Acquisitions – Portfolio Management Services – Credit Syndication – Credit Rating – Mutual Funds - Business Valuation.

UNIT IV FUND BASED FINANCIAL SERVICES

Leasing and Hire Purchasing – Basics of Leasing and Hire purchasing – Financial Evaluation.

UNIT V OTHER FUND BASED FINANCIAL SERVICES

Consumer Credit – Credit Cards – Real Estate Financing – Bills Discounting – factoring and Forfeiting – Venture Capital - venture debt funds – start up financing

References

1. Khan M.Y, Financial Services, Tata McGraw-Hill, 7th Edition, 2013.
2. Gurusamy, Merchant Banking and Financial Services, Tata McGraw Hill, 4rd Edition, 2013.
3. Deodhar, Abhyankar, Indian Financial System, Himalaya Publication, 6th Edition, 2012.
4. Website of SEBI.
5. Madura, Financial Institutions & Markets, 10th edition, Cengage, 2016.

PMGS215	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	L	T	P	C
		3	0	0	3

Course Objective

- To provide an overview of the functions of Capital Market and its regulations
- To enable the students to understand the concept of valuation of securities and the pricing behaviour using various tools and techniques
- To enlighten the students on the process of portfolio analysis

Course Outcomes

CO1: Ability to formulate various investment strategies in the changing scenario.

CO2: Ability to estimate the risk and return associated with the portfolios while investing.

CO3: Ability to design fundamental analysis prior to making investment decisions to maximize profits and minimize risk from portfolios.

Course Content

UNIT I INVESTMENT SETTING

Financial and economic meaning of Investment – Characteristics and objectives of Investment – Types of Investment – Investment alternatives – Choice and Evaluation – Risk and return concepts.

UNIT II SECURITIES MARKETS

Financial Market - Segments – Types - - Participants in financial Market – Regulatory Environment, Primary Market – Methods of floating new issues, Book building – Role of primary market – Regulation of primary market, Stock exchanges in India – BSE, OTCEI , NSE, ISE, and Regulations of stock exchanges – Trading system in stock exchanges –SEBI.

UNIT III FUNDAMENTAL ANALYSIS

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.

UNIT IV TECHNICAL ANALYSIS

Fundamental Analysis Vs Technical Analysis – Charting methods – Market Indicators. Trend – Trend reversals – Patterns - Moving Average – Exponential moving Average – Oscillators – Market Indicators – Efficient Market theory.

UNIT V PORTFOLIO MANAGEMENT

Portfolio analysis – Portfolio Selection –Capital Asset Pricing model – Portfolio Revision
Portfolio Evaluation – Mutual Funds.

References

1. Donald E Fischer and Ronald J Jordan, Security Analysis and Portfolio Management, Pearson, 6th Edition, 1995.
2. Kevin S., Security Analysis and Portfolio Management, Prentice Hall of India, 2nd Edition, 2015.
3. Reilly & Brown, Investment Analysis and Portfolio Management, Cengage, 10th edition, 2016.
4. Prasanna Chandra, Investment Analysis and Portfolio Management, Tata MacGraw Hill, 4th Edition, 2012.
5. Punithavathy Pandian, Security Analysis and Portfolio Management, Vikas Publishing, 2nd Edition, 2013.

PMGS216	STRATEGIC INVESTMENT AND FINANCING DECISIONS	L	T	P	C
		3	0	0	3

Course Objective

- To provide an understanding regarding the techniques of evaluating strategic investment decisions
- To provide inputs to understand the causes of prediction modes of financial distress
- To enhance the knowledge about the capital structure planning in practice

Course Outcomes

CO1: Ability to plan the strategic investment decisions.

CO2: Ability to apply investment decisions under capital constraints.

CO3: Ability to evaluate the selected investment decisions.

Course Content

UNIT I INVESTMENT DECISIONS

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

UNIT II CRITICAL ANALYSIS OF APPRAISAL TECHNIQUES

Significance of Information and data bank in project selections – Investment decisions under capital constraints – capital rationing, Portfolio – Portfolio risk and diversified projects.

UNIT III STRATEGIC ANALYSIS OF SELECTED INVESTMENT DECISIONS

Lease financing – Lease Vs Buy decision – Hire Purchase and installment decision – Hire Purchase Vs Lease Decision – Mergers and acquisition – Cash Vs Equity for mergers.

UNIT IV FINANCING DECISIONS

Capital Structure – Capital structure theories – Capital structure Planning in Practice.

UNIT V FINANCIAL DISTRESS

Consequences, Issues, Bankruptcy, Settlements, reorganization and Liquidation in bankruptcy.

References

1. Prasanna Chandra, Financial Management, Tata McGraw Hill, 9th Edition, 2012.
2. Prasanna Chandra, Projects: Planning, Analysis, Financing Implementation and Review, TMH, New Delhi, 2011.
3. Bodie, Kane, Marcus: Investment, Tata McGraw Hill, New Delhi, 2010.
4. M. Y. Khan and P. K. Jain, Financial Management Text and Problems, Tata McGraw Hill Publishing Co, 2011.
5. Website of IDBI Related to Project Finance.

PMGS217	INTERNATIONAL TRADE FINANCE	L	T	P	C
		3	0	0	3

Course Objective

- To provide an understanding regarding export import finance and forex management.
- To equip the students with necessary knowledge of documentation involved in international trade.
- To enhance the knowledge about different forms of hedging mechanisms in foreign exchange market.

Course Outcomes

CO1: Ability to assess international trade aspects.

CO2: Ability to apply methods for documentation in international trade.

CO3: Ability to design export activities.

Course Content

UNIT I INTERNATIONAL TRADE

International Trade – Meaning and Benefits – Basis of International Trade –Foreign Trade and Economic Growth – Balance of Trade – Balance of Payment – Current Trends in India – Barriers to International Trade – WTO – Indian EXIM Policy.

UNIT II EXPORT AND IMPORT FINANCE

Special need for Finance in International Trade – INCO Terms (FOB, CIF, etc.,) – Payment Terms – Letters of Credit – Pre Shipment and Post Shipment Finance – Forfeiting – Deferred Payment Terms – EXIM Bank – ECGC and its schemes Import Licensing – Financing methods for import of Capital goods

UNIT III FOREX MANAGEMENT

Foreign Exchange Markets – Spot Prices and Forward Prices – Factors influencing Exchange rates – The effects of Exchange rates in Foreign Trade – Tools for hedging against Exchange rate variations – Forward, Futures and Currency options – FEMA – Determination of Foreign Exchange rate and Forecasting.

UNIT IV DOCUMENTATION IN INTERNATIONAL TRADE

Export Trade Documents: Financial Documents – Bill of Exchange- Type- Commercial Documents - Proforma, Commercial, Consular, Customs, Legalized Invoice, Certificate of Origin Certificate Value, Packing List, Weight Certificate, Certificate of Analysis and Quality, Certificate of Inspection, Health certificate. Transport Documents -Bill of Lading, Airway Bill, Postal Receipt, Multimodal Transport Document. Risk Covering Document: Insurance Policy, Insurance Cover Note. Official Document: Export Declaration Forms, GR Form, PP Form, COD Form, Softer Forms, Export Certification, GSPS – UPCDC Norms.

UNIT V EXPORT PROMOTION SCHEMES

Government Organizations Promoting Exports – Export Incentives : Duty Exemption – IT Concession – Marketing Assistance – EPCG, DEPB – Advance License – Other efforts I Export Promotion – EPZ – EQU – SEZ and Export House.

References

1. Apte P.G., International Financial Management, Tata McGraw Hill, 2011.
2. Jeff Madura, International Corporate Finance, Cengage Learning, 9th Edition, 2011.
3. Alan C. Shapiro, Multinational Financial Management, PHI Learning, 5th Edition, 2010.
4. Eun and Resnik, International Financial Management, Tata McGraw Hill, 5th Edition, 2011.
5. Website of Indian Government on EXIM policy.

PMGS311	INDUSTRIAL RELATIONS AND LABOUR WELFARE	L	T	P	C
		3	0	0	3

Course Objective

- To build awareness of certain important and critical issues in Industrial Relations
- To analyze and critically assess current trends in labour, management and industrial relations
- To impart knowledge of the laws governing industrial relations and labour welfare

Course Outcomes

- CO1:** Ability to propose the concepts, theories and understanding of the perspectives in the field of labor and employment relations.
- CO2:** Ability to critically plan, synthesize and reflect on advanced theories, principles, philosophies in labour welfare,.
- CO3:** Ability to develop solutions to industrial disputes effectively using legal provisions.

Course Content

UNIT I INDUSTRIAL RELATIONS

Concepts – Importance – Industrial Relations problems in the Public Sector – Growth of Trade Unions – Codes of conduct.

UNIT II INDUSTRIAL CONFLICTS

Disputes – Impact – Causes – Strikes – Prevention – Industrial Peace – Government Machinery – Conciliation – Arbitration – Adjudication.

UNIT III LABOUR WELFARE

Concept – Objectives – Scope – Need – Voluntary Welfare Measures – Statutory Welfare Measures – Labour – Welfare Funds – Education and Training Schemes.

UNIT IV INDUSTRIAL SAFETY

Causes of Accidents – Prevention – Safety Provisions – Industrial Health and Hygiene – Importance – Problems – Occupational Hazards – Diseases – Psychological problems – Counseling – Statutory Provisions.

UNIT V WELFARE OF SPECIAL CATEGORIES OF LABOUR

Child Labour – Female Labour – Contract Labour – Construction Labour – Agricultural Labour – Differently abled Labour –BPO & KPO Labour - Social Assistance – Social Security – Implications.

References

1. Mamoria C.B., Sathish Mamoria, Gankar, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2012.
2. Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj. Industrial relations & Labour Laws. Tata McGraw Hill. 2012.
3. Ratna Sen, Industrial Relations in India, Shifting Paradigms, Macmillan India Ltd., New Delhi, 2007.
4. C.S.Venkata Ratnam, Globalisation and Labour Management Relations, Response Books, 2007.
5. Srivastava, Industrial Relations and Labour laws, Vikas, 2007.

PMGS312	LABOUR LEGISLATIONS	L	T	P	C
		3	0	0	3

Course Objective

- To have a broad understanding of the legal principles governing the employment relationship at individual and collective level.
- To familiarize the students to the practical problems inherent in the implementation of labour statutes.
- To impart knowledge of the laws relating to labours in organization.

Course Outcomes

CO1: Ability to build a work environment based on the legal framework in India.

CO2: Ability to integrate the knowledge of Labour Law in General HR Practice.

CO3: Ability to construct appropriate policies for a variety of business contexts/situations.

Course Content

1. The Factories Act, 1948
2. The Trade Unions Act, 1926
3. The Payment of Wages Act, 1936
4. The Minimum Wages Act, 1948
5. The Industrial Disputes Act, 1947
6. The Employees' Compensation Act, 1923
7. The Payment of Gratuity Act, 1972
8. The Payment of Bonus Act, 1965
9. The Employee's Provident Fund & Misc. Act, 1952
10. The Employees State Insurance Act, 1948
11. The Industrial Employment (Standing Orders) Act, 1946
12. The Apprentices Act, 1961
13. The Equal Remuneration Act, 1976
14. The Maternity Benefit Act, 1961
15. Contract Labour Regulations and Abolition Act, 1970
16. The Child Labour Prevention and Regulation Act, 1986

References

1. P.K. Padhi, Industrial Laws, PHI, 2008
2. Kapoor N. D , Elements of Mercantile Law, Sultan Chand, 2008
3. Tax Mann, Labour Laws, 2008.
4. Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj. Industrial relations & Labour Laws. Tata McGraw Hill. 2012
5. Srivastava, Industrial Relations and Labour laws, Vikas, 2007.

PMGS313	MANAGERIAL BEHAVIOUR AND EFFECTIVENESS	L	T	P	C
		3	0	0	3

Course Objective

- To examine managerial styles in terms of concern for production and concern for people.
- To assess different systems of management and relate these systems to organisational characteristics.
- To enable students to synthesize related information and evaluate options for the most logical and optimal solution such that they would be able to predict and control human behavior and improve results.

Course Outcomes

CO1: Ability to build an appropriate style of managerial behaviour

CO2: Ability to modify the managerial behavior according to the requirement of the organization.

CO3: Ability to predict and analyze the complexities associated with the managerial behavior in the organization.

Course Content

UNIT I DEFINING THE MANAGERIAL JOB

Descriptive Dimensions of Managerial Jobs – Methods – Model – Time Dimensions in Managerial Jobs – Effective and Ineffective Job behaviour – Functional and level differences in Managerial Job behaviour.

UNIT II DESIGNING THE MANAGERIAL JOB

Identifying Managerial Talent – Selection and Recruitment – Managerial Skills Development – Pay and Rewards – Managerial Motivation – Effective Management Criteria – Performance Appraisal Measures – Balanced Scorecard - Feedback – Career Management – Current Practices.

UNIT III THE CONCEPT OF MANAGERIAL EFFECTIVENESS

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

UNIT IV ENVIRONMENTAL ISSUES IN MANAGERIAL EFFECTIVENESS

Organisational Processes – Organisational Climate – Leader – Group Influences – Job Challenge – Competition – Managerial Styles.

UNIT V DEVELOPING THE WINNING EDGE

Organisational and Managerial Efforts – Self Development – Negotiation Skills – Development of the Competitive Spirit – Knowledge Management – Fostering Creativity and innovation

References

1. Peter Drucker, Management, Harper Row, 2006.
2. Milkovich and Newman, Compensation, McGraw-Hill International, 2013.
3. Blanchard and Thacker, Effective Training Systems, Strategies and Practices Pearson 2012.
4. Dubrin, Leadership, Research Findings, Practices & Skills, Biztantra, 2015.
5. Joe Tidd , John Bessant, Keith Pavitt , Managing Innovation ,Wiley 3rd edition,2006.

PMGS314	ORGANISATIONAL THEORY, DESIGN AND DEVELOPMENT	L	T	P	C
		3	0	0	3

Course Objective

- Apply theories and current research concerning individuals, groups, and organizations to the process of change
- Identify organizational situations that would benefit from OD interventions
- To learn how an organization can be designed and developed to deal with the challenges from environment, technology, and its own processes.

Course Outcomes

CO1: Ability to predict the relationship among organizational change, redesign, an organizational effectiveness

CO2: Ability to design organizations more accurately and deeply by applying organization theory.

CO3: Ability to formulate change process and the techniques that can be used to help an organization achieve its desired future state

Course Content

UNIT I ORGANISATION & ITS ENVIRONMENT

Meaning of Organisation – Need for existence - Organisational Effectiveness – Creation of Value – Measuring Organisational Effectiveness – External Resources Approach, Internal Systems Approach and Technical approach - HR implications.

UNIT II ORGANIZATIONAL DESIGN

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

UNIT III ORGANISATIONAL CULTURE

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

UNIT IV ORGANISATIONAL CHANGE

Meaning – Forces for Change - Resistance to Change – Types and forms of change – Evolutionary and Revolutionary change – Change process -Organisation Development – HR functions and Strategic Change Management - Implications for practicing Managers.

UNIT V ORGANISATION EVOLUTION AND SUSTENANCE

Organizational life cycle – Models of transformation – Models of Organizational Decision making – Organizational Learning – Innovation, Intrapreneurship and Creativity-HR implications.

References

1. Thomson G. Cummings and Christopher G. Worley, Organisational development and Change, Cengage, 9th edition 2011
2. Robbins Organisation Theory; Structure Design & Applications, Prentice Hall of India, 2009.
3. Bhupen Srivastava, Organisational Design and Development: Concepts application, Biztantra , 2010.
4. Robert A Paton, James Mc Calman, Change Management, A guide to effective implementation, Response Books, 2012.
5. Adrian Thorn Hill, Phil Lewis, Mike Mill more and Mark Saunders, Managing Change -A Human Resource Strategy Approach, Wiley, 2010.

PMGS315	STRATEGIC HUMAN RESOURCE MANAGEMENT	L	T	P	C
		3	0	0	3

Course Objective

- Enabling students to formulate the relationship between human resource management strategy and organizational performance.
- Design the tools and techniques used by organizations to meet current challenges in a strategic way.
- Construct the theories and concepts relevant to strategic human resources management in contemporary organizations.

Course Outcomes

- CO1:** Ability to formulate the relationship between human resource management strategy and organizational performance.
- CO2:** Able to design the tools and techniques used by organizations to meet current challenges in a strategic way.
- CO3:** Ability to construct the theories and concepts relevant to strategic human resource management in contemporary organizations.

Course Content

UNIT I HUMAN RESOURCE DEVELOPMENT

Meaning – Strategic framework for HRM and HRD – Vision, Mission and Values – Importance – Challenges to Organisations – HRD Functions - Roles of HRD Professionals - HRD Needs Assessment - HRD practices – Measures of HRD performance – Links to HR, Strategy and Business Goals – HRD Program Implementation and Evaluation – Recent trends – Strategic Capability , Bench Marking and HRD Audit.

UNIT II E-HRM

e- Employee profile– e- selection and recruitment - Virtual learning and Orientation – e - training and development – e- Performance management and Compensation design – Development and Implementation of HRIS – Designing HR portals – Issues in employee privacy – Employee surveys online.

UNIT III CROSS CULTURAL HRM

Domestic Vs International HRM - Cultural Dynamics - Culture Assessment - Cross Cultural Education and Training Programs – Leadership and Strategic HR Issues in International

Assignments - Current challenges in Outsourcing, Cross border Mergers and Acquisitions - Repatriation etc - Building Multicultural Organisation - International Compensation.

UNIT IV CAREER & COMPETENCY DEVELOPMENT

Career Concepts – Roles – Career stages – Career planning and Process – Career development Models– Career Motivation and Enrichment –Managing Career plateaus- Designing Effective Career Development Systems – Competencies and Career Management – Competency Mapping Models – Equity and Competency based Compensation.

UNIT V EMPLOYEE COACHING & COUNSELING

Need for Coaching – Role of HR in coaching – Coaching and Performance – Skills for Effective Coaching – Coaching Effectiveness– Need for Counseling – Role of HR in Counseling - Components of Counseling Programs – Counseling Effectiveness – Employee Health and Welfare Programs – Work Stress – Sources - Consequences – Stress Management Techniques.- Eastern and Western Practices - Self Management and Emotional Intelligence.

References

1. Agarwala T, Strategic Human Resource Management, Oxford University Press, 2009.
2. Armstrong, M., Strategic Human Resource Management, Kogan Page, 5th Edition, 2011.
3. Charles R Greer, Strategic Human Resource Management, Pearson Education, 2nd Edition, 2012
4. Mello, J.A., Strategic Human Resource Management, Cengage Learning, 4th Edition, 2015.
5. Regis, R., Strategic Human Resource Management and Development, Excel Books, 2011.

PMGS511	ADVANCED DATABASE MANAGEMENT SYSTEM	L	T	P	C
		3	0	0	3

Course Objective

- To understand the various advanced databases used in the organization
- To be aware of recent trends in database management
- To understand the transaction processing , concurrency control and Query language

Course Outcomes

CO1: Ability to apply database functions and packages suitable for enterprise database development and database management.

CO2: Ability to analyse the background processes involved in queries and transactions.

CO3: Ability to discuss and evaluate methods of storing, managing and interrogating complex data.

Course Content

UNIT 1 INTRODUCTION

DBMS Models - Multimedia Databases, Parallel Databases, embedded, web, spatial, temporal databases, Virtualization, Active Databases - Embedded databases - Web databases.

UNIT II DATABASE IMPLEMENTATION

Query Processing basics and optimization – Heuristic Optimization – Transactions Models – Concurrency Control – Recovery – Security and Authorization – Storage – Indexing and Hashing – ISAM – B-Trees – Kd Trees – X Trees – Dynamic Hashing.

UNIT III DISTRIBUTED DATABASES

Distributed Databases – Queries – Optimization Access Strategies – Distributed Transactions Management – Concurrency Control – Reliability

UNIT IV OBJECT ORIENTED DATABASES

Object Oriented Concepts – Data Object Models –Object Oriented Databases – Issues in OODBMS - Object Oriented Relational Databases – Object Definition Languages – Object Query Languages

UNIT V EMERGING TRENDS

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

References

1. Peter Rob, Carlos Coronel, Database System and Design, Implementation and Management, 8th edition, Cengage,
2. Ramez Elmasri and Shamkant B. Navethe, Fundamentals of Database Systems, 7th edition , Pearson Education, 2015.
3. Jeffrey A Hoffer et al, Modern Database Management, 12th Edition, Pearson Education, 2016,
4. Abraham Silberchatz, Henry F. Korth and S.Sudarsan, Database System Concepts, 6th Edition, McGraw-Hill, 2015.
5. Thomas M. Connolly and Carolyn E. Begg, Database Systems – A Practical Approach to Design, Implementation and Management, 6th edition, Pearson Education, 2015.

PMGS512	DATAMINING FOR BUSINESS INTELLIGENCE	L	T	P	C
		3	0	0	3

Course Objective

- To know how to derive meaning from huge volume of data and information
- To understand how knowledge discovering process is used in business decision making
- To develop skill in selecting the appropriate data mining algorithm for solving practical problems

Course Outcomes

CO1: Ability to choose the process of ETL design and metadata models

CO2: Ability to discuss the process of BI team

CO3: Ability to discuss OLAP and BI tools for retrieving and gathering multidimensional information and to understand the recent trends of BI

Course Content

UNIT I INTRODUCTION

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

UNIT II DATA WAREHOUSING

Data ware house – characteristics and view - OLTP and OLAP - Design and development of data warehouse, Meta data models, Extract/ Transform / Load (ETL) design

UNIT III DATA MINING TOOLS, METHODS AND TECHNIQUES

Regression and correlation; Classification- Decision trees; clustering –Neural networks; Market basket analysis- Association rules-Genetic algorithms and link analysis, Support Vector Machine, Ant Colony Optimization

UNIT IV MODERN INFORMATION TECHNOLOGY AND ITS BUSINESS OPPORTUNITIES

Business intelligence software, BI on web, Ethical and legal limits, Industrial espionage, modern techniques of crypto analysis, managing and organizing for an effective BI Team.

UNIT V BI AND DATA MINING APPLICATIONS

Applications in various sectors – Retailing, CRM, Banking, Stock Pricing, Production, Crime, Genetics, Medical, Pharmaceutical.

References

1. Jaiwei Ham and Micheline Kamber, Data Mining concepts and techniques, Kauffmann Publishers 3rd edition, 2011
2. Efraim Turban, Ramesh Sharda, Jay E. Aronson and David King, Business Intelligence , 3rd edition, Prentice Hall, 2014.
3. W.H.Inmon, Building the Data Warehouse, fourth edition Wiley India pvt. Ltd. 2005.
4. Ralph Kimball and Richard Merz, The data warehouse toolkit, John Wiley, 2005.
5. Michel Berry and Gordon Linoff, Mastering Data mining, John Wiley and Sons Inc, 3rd Edition, 2011

PMGS513	ENTERPRISE RESOURCE PLANNING	L	T	P	C
		3	0	0	3

Course Objective

- To understand the business process of an enterprise
- To grasp the activities of ERP project management cycle
- To understand the emerging trends in ERP developments

Course Outcomes

CO4: Ability to discuss different ERP modules in areas of functional management.

CO5: Ability to develop concepts and applications of enterprise resource planning

CO6: Ability to demonstrate ERP implementation with the knowledge on consultants and vendors.

Course Content

UNIT I INTRODUCTION

Overview of enterprise systems – Evolution - Risks and benefits - Fundamental technology - Issues to be consider in planning design and implementation of cross functional integrated ERP systems.

UNIT II ERP SOLUTIONS AND FUNCTIONAL MODULES

Overview of ERP software solutions- Small, medium and large enterprise vendor solutions, BPR, and best business practices - Business process Management, Functional modules.

UNIT III ERP IMPLEMENTATION

Planning Evaluation and selection of ERP systems - Implementation life cycle - ERP implementation, Methodology and Frame work- Training – Data Migration. People Organization in implementation- Consultants, Vendors and Employees.

UNIT IV POST IMPLEMENTATION

Maintenance of ERP- Organizational and Industrial impact; Success and Failure factors of ERP Implementation.

UNIT V EMERGING TRENDS ON ERP

Extended ERP systems and ERP add-ons -CRM, SCM, Business analytics- Future trends in ERP systems-web enabled, Wireless technologies, cloud computing.

References

1. Alexis Leon, ERP demystified, second Edition Tata McGraw-Hill, 2008.
2. Sinha P. Magal and Jeffery Word, Essentials of Business Process and Information System, Wiley India, 2012
3. Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill, 2008
4. Alexis Leon, Enterprise Resource Planning, third edition, Tata McGraw-Hill, 2014.
5. Mahadeo Jaiswal and Ganesh Vanapalli, first edition, ERP Macmillan India, 2013

PMGS514	SOFTWARE PROJECT MANAGEMENT AND QUALITY	L	T	P	C
		3	0	0	3

Course Objective

- To understand the various project management phases – Initiation, Planning, Tracking and Closure
- To study various project estimation methodologies, process models and risk management
- To understand quality assurance in software development

Course Outcomes

CO1: Ability to manage different phases of Software Project Management

CO2: Ability to identify Risk and create risk mitigation plan

CO3: Ability to apply estimating and risk management techniques to IS projects.

Course Content

UNIT I PROJECT MANAGEMENT OVERVIEW

What is Project and Project Management, Various phase of Project Management, Project Stakeholders, Project Management Organisation (PMO); Roles and Responsibilities of Project Manager. Brief introduction to various process models - Waterfall, RAD, V, Spiral, Incremental, Prototyping, Agile– SCRUM, Extreme Programming (XP) and Kanban. Project Initiation - Project Charter; Statement of Work (SoW)

UNIT II PROJECT PLANNING

Project Planning Activities- Project Scope, Work Breakdown Structures (WBS), Software estimation methodologies - COCOMO Model and Function Point.

Project Scheduling Techniques – Program Evaluation and Review Technique (PERT), Gantt Chart and Critical Path Method (CPM)

UNIT III PROJECT TRACKING

Monitoring and Control, Project Status Reporting; Project Metrics; Earned Value Analysis (EVA); Project Communication Plan & Techniques; Steps for Process Improvement.

Risk Management: Concepts of Risks and Risk Management; Risk Management Activities; Effective Risk Management; Risk Categories; Aids for Risk Identification; Potential Risk Treatments; Risk Components and Drivers; Risk Prioritization.

UNIT IV PROJECT CLOSURE

Project Closure Analysis, Lesson Learnt

Software Quality Assurance-Software Quality Assurance Activities; Software Qualities; Software Quality Standards – ISO Standards for Software Organization, Capability Maturity Model (CMM), Comparison between ISO 9001 & SEI CMM, Other Standards.

UNIT V AGILE PROJECT MANAGEMENT WITH SCRUM

Agile Manifesto and Agile Principles

Agile Scrum - Purpose, Values, Scrum Framework, Scrum Roles – Product Owner, Scrum Master & Team, Scrum Events – Sprint Planning, Daily Scrum/Stand-up Meeting, Sprint Review, Sprint Retrospective, Scrum Artefacts – Product Backlog, Sprint Backlog, Increment and Definition of Done (DoD), Agile estimation – Story Point

References

1. Bob Hughes and Mike Cotterell, Software Project Management, Tata McGraw Hill, 5
2. Jalote, Software Project Management in Practice, Pearson Education
3. Ramesh, Gopalaswamy, Managing Global Projects, Tata McGraw Hill
4. Ken Schwaber, Agile Project Management with Scrum, Microsoft Press
5. Mike Cohn, Agile Estimating & Planning, Pearson

PMGS515	E- BUSINESS MANAGEMENT	L	T	P	C
		3	0	0	3

Course Objective

- To understand the practices and technology to start an online business
- To identify and explain the variety of e-business models, i.e. business to business, to customer, consumer to consumer
- To provide hands on training on developing the e-business applications and web sites

Course Outcomes

CO1: Ability to build and manage an e-business

CO2: Ability to construct potential E-Business model on the web

CO3: Ability to plan for the legal issues and privacy problems in E-Business

Course Content

UNIT I INTRODUCTION TO E-BUSINESS

E-business, e-business vs e-commerce, Economic forces – advantages – myths – e-business models, design, develop and manage business, Web 2.0 and Social Networking, Mobile Commerce, S-commerce.

UNIT II TECHNOLOGY INFRASTRUCTURE

Internet and World Wide Web, internet protocols- FTP, intranet and extranet, Cloud Service Models – SAAS, PAAS, IAAS, Cloud Deployment Models – Public Cloud, Private Cloud, Hybrid Cloud, Auto- Scaling in the Cloud, Internet information publishing technology- basics of web server hardware and software

UNIT III BUSINESS APPLICATIONS

Consumer oriented e-business – e-tailing and models – Marketing on web – advertising, e-mail marketing, affiliated programs - e-CRM; online services, Business oriented e-business, e-governance, EDI on the internet, Delivery management system, Web Auctions, Virtual communities and Web portals – social media marketing

UNIT IV E-BUSINESS PAYMENTS AND SECURITY

E-payments - Characteristics of payment systems, protocols, e-cash, e-cheque, e-Wallets and Micro payment systems- internet security – cryptography – security protocols – network security.

UNIT V LEGAL AND PRIVACY ISSUES

Legal, Ethics and privacy issues – Protection needs and methodology – consumer protection, cyber laws, contracts and warranties, Taxation and encryption policies.

References

1. Harvey M. Deitel, Paul J. Deitel, Kate Steinbuhler, E-business and E-commerce for managers, Pearson, 2011.
2. Efraim Turban, Jae K. Lee, David King, Ting Peng Liang, Deborah Turban, Electronic Commerce– A managerial perspective, Pearson Education Asia, 2010.
3. Kelly Goetsch – E Commerce in the Cloud, O Reilly Media, 2014.
4. Parag Kulkarni, Sunita Jahirabad kao, Pradeep Chande, E- business, Oxford University Press, 2012.
5. Henry Chan & el, E-Commerce–fundamentals and Applications, Wiley India Pvt Ltd, 2007.

PMGS611	LOGISTICS MANAGEMENT	L	T	P	C
		3	0	0	3

Course Objective

- To learn the need and importance of logistics in product flow
- To analyze the Logistics Role in the Global Economy and Organization
- To apply theory on logistics in Customer Service, Procurement and Outsourcing

Course Outcomes

CO1: Ability to build logistic system which would satisfy customers.

CO2: Ability to design an efficient method of moving products with optimization of time and cost.

CO3: Ability to develop measures to improve logistic operations.

Course Content

UNIT I INTRODUCTION

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

UNIT II DISTRIBUTION CHANNELS AND OUTSOURCING LOGISTICS

Distribution channel structure - channel members, channel strategy, role of logistics and support in distribution channels. Logistics requirements of channel members.

Logistics outsourcing – catalysts, benefits, value proposition. Third and fourth party logistics. Selection of service provider.

UNIT III TRANSPORTATION AND PACKAGING

Transportation System – Evolution, Infrastructure and Networks. Freight Management – Vehicle Routing – Containerization. Modal Characteristics, Inter-modal Operators and Transport Economies. Packaging- Design considerations, Material and Cost. Packaging as Unitisation. Consumer and Industrial Packaging.

UNIT IV PERFORMANCE MEASUREMENT AND COSTS

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

UNIT V CURRENT TRENDS

Logistics Information Systems – Need, Characteristics and Design. E-Logistics – Structure and Operation. Logistics Resource Management eLRM. Automatic Identification Technologies. Reverse Logistics – Scope, design and as a competitive tool. Global Logistics – Operational and Strategic Issues, ocean and air transportation. Strategic logistics planning. Green Logistics

References

1. Bowersox Donald J, Logistics Management – The Integrated Supply Chain Process, Tata McGraw Hill, 3rd edition 2016
2. Sople Vinod V, Logistics Management – The Supply Chain Imperative, Pearson Education, 3rd Edition, 2012.
3. Coyle et al., The Management of Business Logistics, Cengage Learning, 7th Edition, 2004.
4. Ailawadi C Sathish & Rakesh Singh, Logistics Management, PHI, 2011.
5. Bloomberg David J et al., Logistics, Prentice Hall India, 2005.

PMGS612	MATERIALS MANAGEMENT	L	T	P	C
		3	0	0	3

Course Objective

- To understand how material management should be considered for profitability.
- To learn effective utilisation of materials in manufacturing and service organisation.
- To appreciate the role of inventory, purchase and warehouse management.

Course Outcomes

CO1: Ability to plan materials, resources and capacity requirements

CO2: Ability to formulate Purchase and Inventory management strategies

CO3: Ability to develop materials management performance improvement measures

Course Content

UNIT I INTRODUCTION

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

UNIT II MATERIALS PLANNING

Materials requirements planning-bill of materials-resource requirement planning-manufacturing resource planning-capacity management-scheduling orders-production activity control-codification.

UNIT III INVENTORY MANAGEMENT

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

UNIT IV PURCHASING MANAGEMENT

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

UNIT V WAREHOUSE MANAGEMENT

Warehousing functions – types - Stores management-stores systems and procedures-incoming materials control-stores accounting and stock verification-Obsolete, surplus and scrap-value analysismaterial handling-transportation and traffic management -operational efficiency-productivity-cost effectiveness-performance measurement

References

1. J.R.Tony Arnold, Stephen N. Chapman, Lloyd M. Clive, Materials Management, Pearson, 2012.
2. P. Gopalakrishnan, Purchasing and Materials Management, Tata McGraw Hill, 2012
3. A.K.Chitale and R.C.Gupta, Materials Management, Text and Cases, PHI Learning, 2nd Edition, 2006
4. A.K.Datla, Materials Management, Procedure, Text and Cases, PHI Learning, 2nd Edition, 2006
5. Ajay K Garg, Production and Operations Management, Tata McGraw Hill , 2012

PMGS613	PRODUCT DESIGN	L	T	P	C
		3	0	0	3

Course Objective

- To understand the application of structured methods to develop a product.
- To learn how a product is designed based on the needs of a customer
- To know the intellectual property related issues in product design

Course Outcomes

CO1: Ability to plan a product development process

CO2: Ability to design a product using modern concepts

CO3: Ability to develop a product for future requirements with IP protection.

Course Content

UNIT I INTRODUCTION

Defining Product, Types of products. Product development – characteristics, duration and cost, challenges. Development Process: Generic Process- Adapting to product types. Evaluation – decay curve – cost expenditure curve.

UNIT II PRODUCT PLANNING

Product Planning Process – Steps. Opportunity identification – breakdown structure- product development charter. Product Life Cycle. Technology Life Cycle - Understanding Customer Needs - Disruptive Technologies- Product Specification - Concept Generation – Activity-Steps- Techniques.

UNIT III PRODUCT CONCEPT

Concept Selection – Importance, Methodology, concept Screening, Concept Scoring. Concept Testing. Product Architecture- Definition, Modularity, implication, Establishment, Delayed Differentiation, Platform Planning.

UNIT IV INDUSTRIAL DESIGN AND DESIGN TOOLS

Industrial Design, Design for Manufacturing-Value Engineering-Ergonomics-Prototyping-Robust Design- Design for X-failure rate curve-product use testing-Collaborative Product development- Product development economics-scoring model- financial analysis.

UNIT V PATENTS

Defining Intellectual Property and Patents, Patent Searches and Application, Patent Ownership and Transfer, Patent Infringement, New Developments and International Patent Law.

References

1. Karl T. Ulrich, Steven D. Eppinger, Anita Goyal Product Design and Development, Tata McGraw – Hill, Fourth Edition, reprint 2009.
2. Kenneth B.Kahn, New Product Planning, Sage, 2nd Edition 2011.
3. A.K. Chitale and R.C. Gupta, Product Design and Manufacturing, PHI, 2008.
4. Deborah E. Bouchoux, Intellectual Property Rights, Delmar, Cengage Learning, 2005.
5. Anil Mital. Anoop Desai, Anand Subramanian, Aashi Mital, Product Development, Elsevier, 2009.

PMGS614	PROJECT MANAGEMENT	L	T	P	C
		3	0	0	3

Course Objective

- To learn the concepts of managing projects
- To understand the importance of planning and budgeting
- To examine the role control systems in project management

Course Outcomes

CO1: Ability to evaluate project management principles in business situations.

CO2: Ability to formulate planning techniques to optimize resource utilization and time optimization

CO3: Ability to develop project management control systems and conflict resolution methods

Course Content

UNIT I INTRODUCTION TO PROJECT MANAGEMENT

Project Management – Definition –Goal - Lifecycles. Project Selection Methods. Project Portfolio Process – Project Formulation. Project Manager – Roles- Responsibilities and Selection – Project Teams.

UNIT II PLANNING AND BUDGETING

The Planning Process – Work Break down Structure – Role of Multidisciplinary teams. Budget the Project – Methods. Cost Estimating and Improvement. Budget uncertainty and risk management.

UNIT III SCHEDULING & RESOURCE ALLOCATION

PERT & CPM Networks - Crashing – Project Uncertainty and Risk Management – Simulation – Gantt Charts – Expediting a project – Resource loading and leveling. Allocating scarce resources – Goldratt's Critical Chain.

UNIT IV CONTROL AND COMPLETION

The Plan-Monitor-Control cycle – Data Collecting and reporting – Project Control – Designing the control system. Project Evaluation, Auditing and Termination.

UNIT V PROJECT ORGANISATION & CONFLICT MANAGEMENT

Formal Organisation Structure – Organisation Design – Types of project organizations.

Conflict – Origin & Consequences. Managing conflict – Team methods for resolving conflict.

References

1. Clifford Gray and Erik Larson, Project Management, Tata McGraw Hill Edition, 6e, 2014.
2. John M. Nicholas, Project Management for Business and Technology - Principles and Practice, Second Edition, Pearson Education, 5th Edition 2016
3. Gido and Clements, Successful Project Management, sixth Edition, Cengage, 2015. 4. Harvey Maylor, Project Management, Fourth Edition, Pearson Education, 2010
4. Chandra, P, Projects Planning, Analysis, Selection, Financing, Implementation and Review. New Delhi: Tata McGraw-Hill, 2002.
5. PMI, A Guide to Project Management Body of Knowledge, Sixth Edition, Project Management Institute, 2017.

PMGS615	SERVICES OPERATIONS MANAGEMENT	L	T	P	C
		3	0	0	3

Course Objective

- To understand how the service performance can be improved by services operations management the design and management of systems for services
- To provide a comprehensive view of operations, marketing, and human resources aspects of services
- To provide the knowledge about tools and techniques of services operations management to design and operate service business

Course Outcomes

CO1: Ability to construct a new service quality model for service industries.

CO2: Ability to design alternative systems for effective decision making in the management of a service organization.

CO3: Ability to design strategies to ensure high quality services.

Course Content

UNIT I INTRODUCTION

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

UNIT II SERVICE DESIGN

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

UNIT III SERVICE QUALITY

Service Quality- Dimensions, Service Quality Gap Model; Measuring Service Quality – SERVQUAL - Walk-through Audit; Quality service by design - Service Recovery - Service Guarantees; Service Encounter – triad, creating service orientation, service profit chain; Front-office Back-office Interface – service decoupling.

UNIT IV SERVICE FACILITY

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

UNIT V MANAGING CAPACITY AND DEMAND

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

References

1. James A. Fitzsimmons, Service Management – Operations, Strategy, Information Technology, Tata McGraw-Hill – 7th Edition 2013.
2. Richard Metters, Kathryn King-Metters, Madeleine Pullman, Steve Walton Successful Service Operations Management, South-Western, Cengage Learning, 2nd Edition ,2012
3. Robert Johnston, Graham Clark, Michael Shulver, Service Operations Management, Improving Service Delivery, Pearson, 4th Edition, 2012.
4. Bill Holins and Sadie Shinkins, Managing Service Operations, Sage, 2014.
5. Wright J Nevan and Race Peter, Management of Service Operations, Thomson, 2014.

PMGS616	SUPPLY CHAIN MANAGEMENT	L	T	P	C
		3	0	0	3

Course Objective

- To analyze SCM Role in the Global Economy and Organization
- To examine the importance of and major decisions in supply chain management for gaining competitive advantage
- To understand the performance and financial issues pertaining to SCM

Course Outcomes

CO1: Ability to build competitive supply chain models.

CO2: Ability to design supply chain strategies.

CO3: Ability to develop techniques for managing future supply chains.

Course Content

UNIT I INTRODUCTION

Supply Chain – Fundamentals –Evolution- Role in Economy - Importance - Decision Phases - Supplier- Manufacturer-Customer chain. - Enablers/ Drivers of Supply Chain Performance. Supply chain strategy - Supply Chain Performance Measures.

UNIT II STRATEGIC SOURCING

Outsourcing – Make Vs buy - Identifying core processes - Market Vs Hierarchy - Make Vs buy continuum -Sourcing strategy - Supplier Selection and Contract Negotiation. Creating a world class supply base- Supplier Development - World Wide Sourcing.

UNIT III SUPPLY CHAIN NETWORK

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

UNIT IV PLANNING DEMAND, INVENTORY AND SUPPLY

Managing supply chain cycle inventory. Uncertainty in the supply chain — Analyzing impact of supply chain redesign on the inventory - Risk Pooling - Managing inventory for short life - cycle products multiple item -multiple location inventory management. Pricing and Revenue Management

UNIT V CURRENT TRENDS

Supply Chain Integration - Building partnership and trust in SC Value of Information:
Bullwhip Effect - Effective forecasting - Coordinating the supply chain. . SC Restructuring -
SC Mapping -SC process restructuring, Postpone the point of differentiation – IT in Supply
Chain - Agile Supply Chains -Reverse Supply chain. Agro Supply Chains.

References

1. Janat Shah, Supply Chain Management – Text and Cases, Pearson Education, 2009.
2. Sunil Chopra and Peter Meindl, Supply Chain Management-Strategy Planning and Operation, PHI Learning / Pearson Education, Sixth edition, 2015.
3. Ballou Ronald H, Business Logistics and Supply Chain Management, Pearson Education, 5th Edition, 2007.
4. David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi, Designing and Managing the Supply Chain: Concepts, Strategies, and Cases, Tata McGraw-Hill, 2005.
5. Joel D. Wisner, G. Keong Leong, Keah-Choon Tan, Principles of Supply Chain Management- A Balanced Approach, South-Western, Cengage, 2012.

GENERIC ELECTIVE

PMGG005	ENTREPRENEURSHIP DEVELOPMENT	L	T	P	C
		3	0	0	3

Course Objective

- To develop necessary knowledge and skills among the students
- Develop and strengthen entrepreneurial quality
- Understand the process and procedure involved in setting up small units

Course Outcomes

CO1: Ability to create an appropriate business model.

CO2: Ability to develop a firm in the small and medium enterprises sector which is necessary for employment generation.

CO3: Ability to formulate the effective and profitable project.

Course Content

UNIT I ENTREPRENEURIAL COMPETENCE

Entrepreneurship concept – Entrepreneurship as a Career – Entrepreneurial Personality - Characteristics of Successful Entrepreneur – Knowledge and Skills of Entrepreneur.

UNIT II ENTREPRENEURIAL ENVIRONMENT

Business Environment - Role of Family and Society - Entrepreneurship Development Training and Other Support Organisational Services - Central and State Government Industrial Policies and Regulations - International Business.

UNIT III BUSINESS PLAN PREPARATION

Sources of Product for Business - Prefeasibility Study - Criteria for Selection of Product - Ownership - Capital - Budgeting Project Profile Preparation - Matching Entrepreneur with the Project - Feasibility Report Preparation and Evaluation Criteria.

UNIT IV LAUNCHING OF SMALL BUSINESS

Finance and Human Resource Mobilization Operations Planning - Market and Channel Selection - Growth Strategies - Product Launching – Incubation, Venture capital, IT startups.

UNIT V MANAGEMENT OF SMALL BUSINESS

Monitoring and Evaluation of Business - Preventing Sickness and Rehabilitation of Business

Units- Effective Management of small Business.

References

1. Hisrich, Entrepreneurship, Edition 9, Tata McGraw Hill, New Delhi, 2014
2. S.S.Khanka, Entrepreneurial Development, S.Chand and Company Limited, New Delhi, (Revised Edition) 2013.
3. Mathew Manimala, Entrepreneurship Theory at the Crossroads, Paradigms & Praxis, Biztrantra, 2nd Edition ,2005
4. Arya Kumar. Entrepreneurship. Pearson, 2012.
5. Donald F Kuratko, T.V Rao. Entrepreneurship: A South Asian perspective. Cengage, 2012

PMGG006	CLOUD COMPUTING	L	T	P	C
		3	0	0	3

Course Objective

- To understand basics of cloud computing for business management
- To examine the managerial issues in implementation
- To appreciate the application of cloud computing for business

Course Outcomes

CO1: Knowledge of various applications on cloud for efficient business management

CO2: Ability to analyses the legal and ethical issues in implementation

CO3: Ability to formulate the could computing applications for virtual business management

Course Content

UNIT I INTRODUCTION

Introduction to Cloud Computing, Evolution - Cloud Computing, Hardware, Internet and Software, Virtualization, Web Services on Cloud, Infrastructure-as-a-Service, Platform-as-a-Service, Software-as-a-Service, Building Cloud Network.

UNIT II IMPLEMENTATION AND CONTROL

Privacy and its relation to Cloud-based Information Systems, Security in the Cloud, Common Standards in the Cloud, End-User Access to the Cloud Computing, legal and ethical dimensions.

UNIT III CLOUD COMPUTING FOR MANAGERS

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

UNIT IV APPLICATIONS OF CLOUD SERVICES

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

UNIT V VIRTUAL OFFICE MANAGEMENT

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

References

1. John W. Rittinghouse and James F. Ransome, Cloud Computing Implementation, Management and Security, 2010, CRC Press, Taylor & Francis Group, Boca Raton London New York.
2. Kumar Saurabh, Cloud Computing – Insights into new era infrastructure, Wiley India, 2nd Edition, 2012.
3. Michael Miller, Cloud Computing: Web-Based Applications That Change the Way You Work and Collaborate Online, Que Publishing, 2009.
4. Haley Beard, Cloud Computing Best Practices for Managing and Measuring Processes for On-demand Computing, Applications and Data Centers in the Cloud with SLAs, Emereo Pty Limited, July 2008.
5. George Reese, “Cloud Application Architectures”, O’reilly Publications, 2009.

PMGG007	CREATIVITY AND INNOVATION	L	T	P	C
		3	0	0	3

Course Objective

- To understand the nuances involved in Creativity & Innovation
- To understand how to use a range of creative thinking methods, approaches to generate ideas and solve problems
- To get hands on experience in applying creativity in problem solving

Course Outcomes

CO1: Ability to develop their creative and innovative thinking skills

CO2: Ability to plan for a complex problem confronting corporate realm that calls for an innovative solution.

CO3: Ability to build creative solutions to inventing problems confronting corporate realm.

Course Content

UNIT I INTRODUCTION

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

UNIT II MECHANISM OF THINKING AND VISUALIZATION

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

UNIT III CREATIVITY

Methods and tools for Directed Creativity – Basic Principles – Tools that prepare the mind for creative thought – stimulation – Development and Actions: - Processes in creativity ICEDIP – Inspiration, Clarification, Distillation, Perspiration, Evaluation and Incubation – Creativity

and Motivation. The Bridge between man creativity and the rewards of innovativeness – Applying Directed Creativity.

UNIT IV CREATIVITY IN PROBLEM SOLVING

Generating and acquiring new ideas, product design, service design – case studies and hands-on exercises, stimulation tools and approaches, six thinking hats, lateral thinking – Individual activity, group activity, contextual influences.

UNIT V INNOVATION

Achieving Creativity – Introduction to TRIZ methodology of Inventive Problem Solving - the essential factors – Innovator's solution – creating and sustaining successful growth – Disruptive Innovation model – Segmentive Models – New market disruption - Commoditization and DE-commoditization – Managing the Strategy Development Process – The Role of Senior Executive in Leading New Growth – Passing the Baton.

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

References

1. Chris Bilton, Stephen Cummings, "Handbook of Management and Creativity", Edward Elgar, 2014.
2. Elias G. Carayannis, "Encyclopedia of Creativity, Invention, Innovation and Entrepreneurship", Springer International Publishing, 2nd Edition, 2014.
3. Patrick Dawson, Constantine Andriopoulos, "Managing Change, Creativity and Innovation", Sage, 2014.
4. Moran S., "Ethical Ripples of Creativity and Innovation", Palgrave Macmillan, 2016
5. Amy Whitaker, "Art Thinking: How to Carve Out Creative Space in a World of Schedules, Budgets, and Bosses", McGraw-Hill, 2016.

PMGG008	MANAGEMENT OF INTELLECTUAL PROPERTY RIGHTS	L	T	P	C
		3	0	0	3

Course Objective

- To acquire knowledge of learn about the intellectual property rights and its valuation
- To learn the procedure for registering Patents, Copy Rights, Trademarks and Geographical Indication
- To apply intellectual property management to enhance firm value.

Course Outcomes

CO1: Ability to create an intellectual property in terms of registration requirements.

CO2: Ability to develop documents required for grant of registration of IPR.

CO3: Ability to design strategies for protection of IPR.

Course Content

UNIT I INTRODUCTION

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

UNIT II PATENT

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

UNIT III IPR LEGISLATION

International Treaties and conventions on IPRs, The TRIPs Agreement, PCT Agreement, The Patent Act of India, Patent Amendment Act (2005), Design Act, Trademark Act, Geographical Indication Act, Bayh- Dole Act and Issues of Academic Entrepreneurship..

UNIT IV CREATION OF INTELLECTUAL PROPOERTY

Strategies for investing in R&D, Patent Information and databases, IPR strength in India, Traditional Knowledge, Case studies.

UNIT V MANAGEMENT OF INTELLECTUAL PROPERTY

The technologies, Know how, concept of ownership, Significance of IP in Value Creation, IP Valuation and IP Valuation Models, Application of Real Option Model in Strategic Decision Making, Transfer and Licensing.

References

1. Bare Acts (Up-to-date)
2. Subbaram N. R., and Viswanathan S., “Handbook of Indian Patent Law and Practice”, Printers and Publishers Pvt. Ltd., 2008.
3. Susan K. Sell, “Private Power, Public Law: The globalization of Intellectual Property Rights”, Cambridge studies in International relations, Cambridge University Press, 2013.
4. Wadehra, B.L., “Law relating to Intellectual Property”, University law publishing company Pvt Ltd, 4th Edition, 2010.
5. Bhandari, M.K., “Law Relating to Intellectual Property Rights”, Central Law Publications, 4th Edition, 2015.