



JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY: KAKINADA
KAKINADA – 533 003, Andhra Pradesh, India

INTEGRATED MASTER OF BUSINESS ADMINISTRATION
(IMBA)
REGULATIONS & COURSE STRUCTURE and SYLLABUS
(Applicable for batches admitted from 2019-2020)



JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY KAKINADA

**ACADEMIC REGULATIONS (R19) FOR
INTEGRATED MASTER OF BUSINESS ADMINISTRATION (IMBA)
(Applicable for the students admitted from the academic year 2019-20 onwards)**

1. Award of IMBA

A student will be declared for eligible for the award of IMBA if he full fills the following academic regulations:

- a) A student shall be declared eligible for the award of the IMBA, if he pursues a course of study is not less than five and not more than 10 academic years.
- b) The candidate shall register for 198 credits and secure all the 198 credits.

2. Distribution and Weightage of marks

- a) The performance of the student in each semester shall be evaluated subject-wise with a maximum of 100 marks for theory subject as well as summer internship.
- b) The X semester is for 450 marks, among this 450 marks, one paper is for MOOCs: SWAYAM/NPTEL of management courses other than related courses in the syllabus which is evaluated with 100 marks, and the remaining marks are allotted for the major project work which shall be evaluated for 150 marks, Project seminar is for 100 marks and Viva-Voce is for 100 marks.
- c) The grade obtained in the MOOCs course will printed on the grade sheet/transcript. In case the student fails in the MOOCs course, he/she shall register the same or another course through MOOCs in the same domain and pass. The MOOCs course shall be registered and pass through SWAYAM/NPTEL only.
- d) Summer Internship: The summer Internship course shall be completed in collaboration with an industry. Students shall pursue this course during summer vacation just before its offering as per course structure. The student shall register for the course as per course structure after commencement of academic year. The students shall take up this course under the guidance of a supervisor from concerned department. The supervisor shall maintain attendance of course for the students allotted. Attendance requirements are as per the norms of University. After completion, students shall be submit a technical report and presented before committee. A certificate from industry shall be included in the report. It shall be evaluated for 100 external marks at the end of semester. The committee consists of an external examiner appointed by the University; Head of the Department and a supervisor of Internship. There shall be no internal marks for summer internship. A student shall secure minimum 50% of marks for successful completion. In case, if a student fails, he/she shall reappear as and when semester supplementary examinations are conducted by the University.
- e) For theory subjects the distribution shall be 25 marks for internal evaluation and 75 marks for external/end examination.
- f) For theory subjects, during the semester there shall be 2 internal tests/examinations. The subjective examination is for 90 minutes duration to be conducted for 15 marks. Each subjective type test question paper shall contain **THREE QUESTIONS**. All the three questions need to be answered. As syllabus is framed for 5 units, 1st mid examination is conducted in half of the half of the syllabus subject (2½ Units) in a semester. Each subjective internal test is for 15 marks. The average of the two tests shall be considered for award final subjective internal marks. The remaining 10 marks have to be awarded for presentation in which 5 marks are for content of presentation and reaming 5 marks are for body language during the presentation.
- g) The semester end examination shall be conducted for a duration of three hours with 5 questions and one case study which is compulsory. All questions are to be answered and for each question has “**either or**” option except case study. All 5 questions carry 12 marks each and case study carries 15 marks.
- h) For minor project, the student shall work under the supervision of a faculty member. The total marks for minor project is 100 marks. Out of 100 marks 50 marks are for preparation of the project report and should submit before completion of VI semester. Comprehensive Vice-voce shall be conducted by the committee for 50 marks. The committee consists of external examiner appointed by the university, HOD and project guide.
- i) **Registration of Major Project Work:** A student is permitted to register for the project work satisfying the attendance requirement of all the courses up to IX semester.

- j) Every student shall work on major project approved by Project Review Committee (PRC) of the college.
- k) For a project seminar in the X semester, the student shall collect the information on a topic from the subjects in that semester and prepare a technical report, showing his understanding over the topic, and submit a copy of the report to the department, which shall be evaluated by the external examiner appointed by the University and departmental committee consisting of Head of the department, seminar supervisor and a internal regular faculty member. The seminar report shall be evaluated for 50 marks, and the remaining 50 marks for the student have to give seminar in the class room before the student.
- l) A student has to undergo practical training (Major project) in X semester in a Corporate enterprise after completion of IX semester end Examinations. In training period, the student should prefer to work on a specific problem related to the elective subject. At the end of practical training, the student should submit a certificate obtained from the organization.
- m) The student should prepare a Major Project Report under the supervision of a guide from the faculty of management of the concerned college. However, the students who prepare Project Report in the area of systems can also work under the guidance of Faculty member from Computer Science Department.
- n) The plagiarism content in the major project report shall be less than 40%.
- o) Three copies of Major Project Reports certified by the Project Supervisor shall be submitted to the College.
- p) The Major Project Report to be adjudicated by the external examiner shall be selected by the University.
- q) A Comprehensive viva-voce examination including Major Project Report shall be conducted by a board consisting of the External examiner, the Head of the Department and Supervisor. Head of the Department shall coordinate and make arrangements for the conduct of viva-voce examination.
- r) The project report shall be sent to the external examiner and if the report of examiner is favorable, Viva-Voce examination shall be conducted by a board consisting of the Supervisor, Head of the Department and the examiner who adjudicated the Thesis.
- s) If the report of the Viva-Voce is unsatisfactory (i.e., < 50% marks), the candidate shall retake the Viva-Voce examination only after three months after incorporating the suggestions given by the board. If he fails to get a satisfactory report at the second Viva-Voce examination, the candidate has to re-register for the project and complete the project within the stipulated time after taking the approval from the University.

3. Earning of Credit:

A student shall be considered to have completed a course successfully and earned the credits if he/she secures an acceptable letter grade in the range O-D as given below. Letter grade 'F' in any course implies failure of the student in that course and no credits earned. Absent is also treated as no credits earned.

Marks Range Theory/ Mini Project/ Major Project (Max – 100)	Letter Grade	Level	Grade Point
≥ 90	O	Excellent	10
≥80 to <90	S	Very Good	9
≥70 to <80	A	Good	8
≥60 to <70	B	Fair	7
≥50 to <60	C	Satisfactory	6
<50	F	Fail	0
	AB	Absent	0

4. Computation of Cumulative and Semester Grade Point Averages

The UGC recommends the following procedure to compute the Semester Grade Point Average (SGPA) and Cumulative Grade Point Average (CGPA).

- (i) *Semester Grade Point Average: SGPA(S_k)* of *k*th semester (1 to 10) is ratio of sum of the product of the number of credits with the grade points scored by a student in all the courses

taken by a student and the sum of the total number of credits of all the courses undergone/registered by a student, i.e

$$SGPA(S_k) = \frac{\sum_{i=1}^n (C_i \times G_i)}{\sum_{i=1}^n C_i}$$

Where C_i is the number of credits of the i^{th} course/subject in a semester and G_i is the grade point scored by the student in the i^{th} course/subject and n is the number of courses/subjects registered in that semester.

- (ii) **Cumulative Grade Point Average:** The CGPA is calculated in the same manner taking into account all the 'm' courses/subjects registered by student over all the semesters of a Programme i.e., in all ten semesters

$$CGPA = \frac{\sum_{i=1}^m (C_i \times S_i)}{\sum_{i=1}^m C_i}$$

Where S_i is SGPA of i^{th} sem and C_i is total number of credits in that semester.

- (iii) SGPA and CGPA shall be rounded off to 2 decimal points and reported in transcripts.
 (iv) As per AICTE regulations, conversion of CGPA into equivalent percentage as follows:
Equivalent Percentage = (CGPA – 0.75) x 10
 (v) Illustration of Computation of SGPA and CGPA

Illustration for SGPA: Let us assume there are 6 subjects in a semester. The grades obtained as follows:

Course	Credit	Grade Obtained	Grade point	S _i = Credit Point (Credit x Grade)
Subject 1	4	A	8	4 X 8 = 32
Subject 2	4	B	7	4 X 7 = 28
Subject 3	4	C	6	4 X 6 = 24
Subject 4	4	O	10	4 X 10 = 40
Subject 5	4	S	9	4 X 9 = 36
	20			160

Thus, **SGPA = 160/20 = 8.0**

Illustration for CGPA:

Semester 1	Semester 2	Semester 3	Semester 4	Semester 5
Credit : 20 SGPA: 8.0	Credit : 24 SGPA: 7.8	Credit : 20 SGPA: 6.6	Credit : 28 SGPA: 6.0	Credit : 24 SGPA: 6.3
Semester 6	Semester 7	Semester 8	Semester 7	Semester 8
Credit : 20 SGPA: 8.2	Credit : 24 SGPA: 6.4	Credit : 24 SGPA: 7.5	Credit : 20 SGPA: 6.6	Credit : 24 SGPA: 7.0

Thus,

$$CGPA = (20 \times 8.0 + 24 \times 7.8 + 20 \times 6.6 + 28 \times 6.0 + 24 \times 6.3 + 20 \times 8.2 + 24 \times 6.4 + 24 \times 7.5 + 20 \times 6.6 + 24 \times 7.0) / 232 = \frac{1596}{228} = 7.0$$

5. Award of Degree and Class

After a student has satisfied the requirements prescribed for the completion of the program and is eligible for the award of IMBA Degree, s/he shall be placed in one of the following four classes:

Class Awarded	CGPA to be secured	Remarks
First Class with Distinction	≥ 7.75 (Without any supplementary appearance)	From the CGPA secured from 198 Credits
First Class	≥ 7.75 (With any supplementary appearance) ≥ 6.75 & < 7.75 (Without any supplementary appearance)	
Second Class	≥ 6.75 and < 7.75 (With any supplementary appearance) ≥ 6.0 to < 6.75 (Without any supplementary appearance)	
Pass Class	≥ 6.0 to < 6.75 (With any supplementary appearance)	

The Grades secured, Grade points and Credits obtained will be shown separately in the memorandum of marks.

6. Attendance Requirements

- A student is eligible to write the University examinations if he acquires a minimum of 75% of attendance in aggregate of all the subjects
- Condonation of shortage of attendance in aggregate up to 10% (65% and above and below 75%) in each semester may be granted by the College Academic Committee. However this condonation concession is applicable only to any three semesters during the entire programme.
- Shortage of Attendance below 65% in aggregate shall not be condoned.
- A student who is short of attendance in semester may seek re-admission into that semester when offered within 4 weeks from the date of commencement of class work.
- Students whose shortage of attendance is not condoned in any semester are not eligible to write their end semester examinations of that class.
- A stipulated fee Rs. 500/- shall be payable towards condonation of shortage of attendance.
- A student will be promoted to the next semester, if he satisfies the (i) attendance requirement of the present semester and (ii) credits.
- If any candidate fulfills the attendance requirement in the present semester, he shall not be eligible for readmission into the same class.

7. Minimum Academic Requirements

The following academic requirements have to be satisfied in addition to the attendance requirements mentioned in item no.6.

- A student is deemed to have satisfied the minimum academic requirements in a subject (theory/summer internship/minor project/seminar/Viva-Voce) if he/she secures minimum of 40% of marks in the end semester examination and minimum of 50% of total marks in the end semester examination and internal evaluation taken together.*
- A student shall be promoted from first year to second year if he fulfills the minimum attendance requirement.
- A student will be promoted from II year to III year if he fulfills the academic requirement of 40% of credits up to either II year I-Semester or II year II-Semester from all the examinations, whether or not the candidate takes the examinations and secures prescribed minimum attendance in II year II semester.
- A student will be promoted from III year to IV year if he fulfills the academic requirements of 40% of the credits up to either III year I semester or III year II-Semester from all the examinations, whether or not the candidate takes the examinations and secures prescribed minimum attendance in III year II semester.
- A student will be promoted from IV year to V year if he fulfills the academic requirements of 40% of the credits up to either IV year I semester or r IV year II-Semester from all the examinations, whether or not the candidate takes the examinations and secures prescribed minimum attendance in IV year II semester.

- f) A student shall register and put minimum attendance in all 198 credits and earn all 198 credits. Grades obtained in all 198 credits shall be considered for calculation of CGPA.
- g) At the end of the five years a Masters Degree Integrated Masters in Business Administration (IMBA) will awarded subject to fulfillment of all requirements in five years and acquiring 198 credits successfully.

8. Course Pattern

- a) The entire course of study is for five academic years; all the years are in semester pattern.
- b) A student eligible to appear for the end semester examination in a subject, but absent from it or has failed in the end semester examination, may write the exam in that subject as and when university conducted next.
- c) When a student has shortage of attendance, he/she may be re-admitted into the same semester/year in which he has been detained. However, the academic regulations under which he was **first admitted** shall continue to be applicable to him.

9. Minimum Instruction Days

- a) The minimum instruction days for each semester shall be 90 working days.
- b) There shall be no transfer from one college/stream to another within the Constituent Colleges and Units of Jawaharlal Nehru Technological University Kakinada.

10. Withholding of Results

If the student is involved in indiscipline/malpractices/court cases are pending, the result of the student will be withheld.

11. Supplementary Examinations

Supplementary examinations will be conducted as per the University norms.

12. Revaluation and Recounting

Recounting of Marks in the End Semester Examination: A student can request for recounting of his/her answer book on payment of a prescribed fee as per university norms.

Revaluation or Revaluation by Challenge of the End Semester Examination: A student can request for Revaluation or Revaluation by Challenge of his/her answer book on payment of a prescribed fee as per university norms.

Malpractices in Examinations: Disciplinary action shall be taken in case of malpractices during mid/end examinations as per rules framed by University.

13. Transitory Regulations

- a) Discontinued or detained candidates are eligible for readmission as and when next offered.
- b) In case of transferred students from other universities, the credits shall be transferred to JNTUK as per the academic regulations and course structure of the JNTUK.

14. GENERAL

- a) Wherever the words “he”, “him”, “his”, occur in the regulations, they include “she”, “her”, “hers”.
- b) The academic regulation should be read as a whole for the purpose of any interpretation.
- c) In case of any doubt or ambiguity in the interpretation of the above rules/regulations, the decision of the Vice-Chancellor is final.
- d) The University may change or amend the academic regulations or syllabi at any time and the changes or amendments made shall be applicable to all the students with effect from the dates notified by the University.
- e) The students seeking transfer to colleges affiliated to JNTUK from various other Universities/ Institutions have to pass the failed subjects which are equivalent to the subjects of JNTUK, and also pass the subjects of JNTUK on their own without the right to sessional marks which the candidates have not studied at the earlier Institution.

MALPRACTICES RULES

DISCIPLINARY ACTION FOR / IMPROPER CONDUCT IN EXAMINATIONS

	Nature of Malpractices/Improper conduct	Punishment
	<i>If the candidate:</i>	
1. (a)	Possesses or keeps accessible in examination hall, any paper, note book, programmable calculators, Cell phones, pager, palm computers or any other form of material concerned with or related to the subject of the examination (theory or practical) in which he is appearing but has not made use of (material shall include any marks on the body of the candidate which can be used as an aid in the subject of the examination)	Expulsion from the examination hall and cancellation of the performance in that subject only.
(b)	Gives assistance or guidance or receives it from any other candidate orally or by any other body language methods or communicates through cell phones with any candidate or persons in or outside the exam hall in respect of any matter.	Expulsion from the examination hall and cancellation of the performance in that subject only of all the candidates involved. In case of an outsider, he will be handed over to the police and a case is registered against him.
2.	Has copied in the examination hall from any paper, book, programmable calculators, palm computers or any other form of material relevant to the subject of the examination (theory or practical) in which the candidate is appearing.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted to appear for the remaining examinations of the subjects of that Semester/year. The Hall Ticket of the candidate is to be cancelled and sent to the University.
3.	Impersonates any other candidate in connection with the examination.	The candidate who has impersonated shall be expelled from examination hall. The candidate is also debarred and forfeits the seat. The performance of the original candidate who has been impersonated, shall be cancelled in all the subjects of the examination (including practicals and project work) already appeared and shall not be allowed to appear for examinations of the remaining subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all University examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat. If the imposter is an outsider, he will be handed over to the police and a case is registered against him.
4.	Smuggles in the Answer book or additional sheet or takes out or arranges to send out the question	Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the candidate has

	paper during the examination or answer book or additional sheet, during or after the examination.	already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all University examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.
5.	Uses objectionable, abusive or offensive language in the answer paper or in letters to the examiners or writes to the examiner requesting him to award pass marks.	Cancellation of the performance in that subject.
6.	Refuses to obey the orders of the Chief Superintendent/Assistant – Superintendent / any officer on duty or misbehaves or creates disturbance of any kind in and around the examination hall or organizes a walk out or instigates others to walk out, or threatens the officer-in charge or any person on duty in or outside the examination hall of any injury to his person or to any of his relations whether by words, either spoken or written or by signs or by visible representation, assaults the officer-in-charge, or any person on duty in or outside the examination hall or any of his relations, or indulges in any other act of misconduct or mischief which result in damage to or destruction of property in the examination hall or any part of the College campus or engages in any other act which in the opinion of the officer on duty amounts to use of unfair means or misconduct or has the tendency to disrupt the orderly conduct of the examination.	In case of students of the college, they shall be expelled from examination halls and cancellation of their performance in that subject and all other subjects the candidate(s) has (have) already appeared and shall not be permitted to appear for the remaining examinations of the subjects of that semester/year. The candidates also are debarred and forfeit their seats. In case of outsiders, they will be handed over to the police and a police case is registered against them.
7.	Leaves the exam hall taking away answer script or intentionally tears of the script or any part thereof inside or outside the examination hall.	Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all University examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.
8.	Possess any lethal weapon or firearm in the examination hall.	Expulsion from the examination hall and cancellation of the performance in that

		subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred and forfeits the seat.
9.	If student of the college, who is not a candidate for the particular examination or any person not connected with the college indulges in any malpractice or improper conduct mentioned in clause 6 to 8.	Student of the colleges expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred and forfeits the seat. Person(s) who do not belong to the College will be handed over to police and, a police case will be registered against them.
10.	Comes in a drunken condition to the examination hall.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year.
11.	Copying detected on the basis of internal evidence, such as, during valuation or during special scrutiny.	Cancellation of the performance in that subject and all other subjects the candidate has appeared including practical examinations and project work of that semester/year examinations.
12.	If any malpractice is detected which is not covered in the above clauses 1 to 11 shall be reported to the University for further action to award suitable punishment.	

Malpractices identified by squad or special invigilators

1. Punishments to the candidates as per the above guidelines.
2. Punishment for institutions : (if the squad reports that the college is also involved in encouraging malpractices)
 - (i) A show cause notice shall be issued to the college.
 - (ii) Impose a suitable fine on the college.
 - (iii) Shifting the examination centre from the college to another college for a specific period of not less than one year.



JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY, KAKINADA: KAKINADA
SCHOOL OF MANAGEMENT STUDIES

**INTEGRATED MBA COURSE
STRUCTURE 2019**

I SEMESTER

Code	SUBJECT TITLE	Credits	Max. Marks
19IM101	English Language – I	4	100
19IM102	Business Mathematics & Statistics	4	100
19IM103	Fundamentals of Business Organization	4	100
19IM104	Financial Accounting – I	4	100
19IM105	Fundamentals of Computers	4	100
Total		20	500

II SEMESTER

Code	SUBJECT TITLE	Credits	Max. Marks
19IM201	English Language – II	4	100
19IM202	Business Environment	4	100
19IM203	Managerial Economics	4	100
19IM204	Financial Accounting – II	4	100
19IM205	Organizational Communications.	4	100
Total		20	500

III SEMESTER

Code	SUBJECT TITLE	Credits	Max. Marks
19IM301	Principles of Management	4	100
19IM302	Cost Accounting	4	100
19IM303	Banking Theory & Practice	4	100
19IM304	Business Law	4	100
19IM305	Entrepreneurship Development	4	100
Total		20	500

IV SEMESTER

Code	SUBJECT TITLE	Credits	Max. Marks
19IM401	Organizational Behavior	4	100
19IM402	Management Accounting	4	100
19IM403	Company Law	4	100
19IM404	GST(Goods and Services Taxes)	4	100
19IM405	Management Information Systems	4	100
Total		20	500

V SEMESTER

Code	SUBJECT TITLE	Credits	Max. Marks
19IM501	Financial Management	4	100
19IM502	Marketing Management	4	100
19IM503	Human Resource Management	4	100
19IM504	Operations Management	4	100
19IM505	Business Research Methodology	4	100
Total		20	500

VI SEMESTER

Code	SUBJECT TITLE	Credits	Max. Marks
19IM601	Operations Research	4	100
19IM602	International Business	4	100
19IM603	Strategic Management	4	100
19IM604	Decision Support Systems	4	100
19IM605	Summer Internship (6 weeks)	4	100
Total		20	500

VII SEMESTER

Code	Subject Code	Credits	Max. Marks
19IM701	Knowledge Management	4	100
19IM702	Strategic Cost Management	4	100
19IM703	Elective - 1	4	100
19IM704	Elective - 2	4	100
19IM705	Elective - 3	4	100
Total		20	500

VIII SEMESTER

Code	SUBJECT TITLE	Credits	Max. Marks
19IM801	Total Quality Management	4	100
19IM802	Project Management	4	100
19IM803	Elective – 4	4	100
19IM804	Elective – 5	4	100
19IM805	Elective - 6	4	100
Total		20	500

IX SEMESTER

Code	SUBJECT TITLE	Credits	Max. Marks
19IM901	Intellectual Property Rights	4	100
19IM902	Corporate Governance	4	100
19IM903	Elective - 7	4	100
19IM904	Elective – 8	4	100
19IM905	Elective - 9	4	100
Total		20	500

X SEMESTER

Code	SUBJECT TITLE	Credits	Max. Marks
19IM1001	Major Project Report (Plagiarism by Turnitin less than 40%)	6	150
19IM1002	MOOCS:Swayam/NPTEL Management Course	4	100
19IM1003	Project Seminar **	4	100
19IM1004	Viva – Voce	4	100
Total		18	450

HR

Code	SUBJECT TITLE
19IMEH703	HR Planning
19IMEH704	Leadership Management
19IMEH705	Compensation and Reward Management

FINANCE

Code	SUBJECT TITLE
19IMEF703	Security Analysis
19IMEF704	Banking and Insurance Management
19IMEF705	Behavioral Finance

MARKETING

Code	SUBJECT TITLE
19IMEM703	Consumer Behavior
19IMEM704	Rural Marketing
19IMEM705	Retail Management

SYSTEMS

Code	SUBJECT TITLE
19IMES703	Data Science using R
19IMES704	Internet of Things
19IMES705	Web Designing(full stack)

HR

Code	SUBJECT TITLE
19IMEH803	Human Resource Metrics and Analytics
19IMEH804	Strategic Human Resource Management
19IMEH805	Organizational Development & Change Management

FINANCE

Code	SUBJECT TITLE
19IMEF803	Strategic Financial Management
19IMEF804	Portfolio Management
19IMEF805	Financial Markets and Services

MARKETING

Code	SUBJECT TITLE
19IMEM803	Customer Relationship Management
19IMEM804	Marketing Research
19IMEM805	Services Marketing

SYSTEMS

Code	SUBJECT TITLE
19IMES803	Managing Software Projects
19IMEF804	Business Intelligence
19IMEF805	SAP Modules(FICO/SD/HRM/MM/SCM)

HR

Code	SUBJECT TITLE
19IMEH903	International Human Resource Management
19IMEH904	Labor Welfare & Legislation
19IMEH905	Management of Industrial Relations

FINANCE

Code	SUBJECT TITLE
19IMEF903	International Financial Management
19IMEF904	Risk Management
19IMEF905	Taxation

MARKETING

Code	SUBJECT TITLE
19IMEM903	Promotion and Distribution Management
19IMEM904	International Marketing Management
IMEM905	Digital and Social Media Marketing

SYSTEMS

Code	SUBJECT TITLE
19IMES903	Cyber Laws & Security
19IMES904	Information Systems & Audit
19IMES905	Cloud Computing

*Mini Project Report

The student should undergo survey based fieldwork under the guidance of Internal Faculty and submit the report before the completion of VI Semester End Examinations.

** Project Seminar

The Student should make a presentation before the Internal Faculty before finalizing the Final Project

** Exit Option: Student can opt for exit after 3 years subjected to fulfillment of required credits of 120 For the award of BBA degree.

INTEGRATED MBA I SEMESTER SYLLABUS

I Semester	English Language – I	4	100
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Objective:

To enhance the vocabulary, listening skills, reading skills and comprehension of the students. To develop the grammatical skills of the student so as to enable effective business communication.

Unit –I:

1. Chapter entitled '*Wit and Humour*' from '*Skills Annexe -Functional English for Success*', Published by Orient Black Swan, Hyderabad

2. Chapter entitled '*Mokshagundam Visvesvaraya*' from "*Epitome of Wisdom*", Published by Maruthi Publications, Hyderabad.

L-Listening For Sounds, Stress and Intonation

S-Greeting and Taking Leave, Introducing Oneself and Others (Formal and Informal Situations) R- Reading for Subject/ Theme

W- Writing Paragraphs

G-Types of Nouns and Pronouns

V- Homonyms, homophones synonyms, antonyms

Unit –II

1. Chapter entitled "*Cyber Age*" from "*Skills Annexe -Functional English for Success*" Published by Orient Black Swan, Hyderabad.

2 Chapter entitled '*Three Days To See*' from "*Epitome of Wisdom*", Published by Maruthi Publications, Hyderabad.

L – Listening for themes and facts

S – Apologizing, interrupting, requesting and making polite conversation R- for theme and gist

W- Describing people, places, objects,

events G- Verb forms

V- Noun, verb, adjective and adverb

Unit –III

1. Chapter entitled '*Risk Management*' from "*Skills Annexe -Functional English for Success*"

Published by Orient Black Swan, Hyderabad

2. Chapter entitled '*Leela's Friend*' by R.K. Narayan from "*Epitome of Wisdom*", Published by Maruthi Publications, Hyderabad.

L – for main points and sub-points for note taking

S – Giving instructions and directions; Speaking of hypothetical situations R – Reading for details

W – note-making, information transfer,

punctuation G – Present tense

V – Synonyms and antonyms

Unit –IV

1. Chapter entitled '*Human Values and Professional Ethics*' from "*Skills Annexe - Functional English for Success*" Published by Orient Black Swan, Hyderabad
2. Chapter entitled '*The Last Leaf*' from "*Epitome of Wisdom*", Published by Maruthi Publications, Hyderabad

L -Listening for specific details and information

S- Narrating, expressing opinions and telephone interactions
R -Reading for specific details and information

W- Writing formal letters and

CVs G- Past and future tenses

V- Vocabulary - idioms and Phrasal verbs

Unit –V

1. Chapter entitled '*Sports and Health*' from "*Skills Annexe -Functional English for Success*" Published by Orient Black Swan, Hyderabad
2. Chapter entitled '*The Convocation Speech*' by N.R. Narayanmurthy' from "*Epitome of Wisdom*", Published

By Maruthi Publications, Hyderabad

L- Critical Listening and Listening for speaker's tone/
attitude S- Group discussion and Making presentations

R- Critical reading, reading for reference

W-Project proposals; Technical reports, Project Reports and Research

Papers G- Adjectives, prepositions and concord

V- Collocations and Technical

vocabulary Using words appropriately

* Exercises from the texts not prescribed shall also be used for classroom tasks.

References:

1. Contemporary English Grammar Structures and Composition by David Green, MacMillan Publishers, New Delhi. 2010.
2. Innovate with English: A Course in English for Engineering Students, edited by T Samson, Foundation Books.
3. English Grammar Practice, Raj N Bakshi, Orient Longman.
4. Technical Communication by Daniel Riordan. 2011. Cengage Publications. New Delhi.
5. Effective English, edited by E Suresh Kumar, A RamaKrishna Rao, P Sreehari, Published by Pearson
6. Handbook of English Grammar& Usage, Mark Lester and Larry Beason, Tata Mc Graw – Hill.
7. Spoken English, R.K. Bansal & JB Harrison, Orient Longman.
8. Technical Communication, Meenakshi Raman, Oxford University Press.

Objective: To equip the students with the mathematical and statistical techniques and their application to the business problems. The emphasis will be on the concepts and application rather than derivations.

Examination

The faculty member will award marks out of a maximum of 20 marks for the internal performance of the student (8 marks for internal test and 12 marks for cases / class participation). The Semester Examination will be worth 80 marks. It will have two Section, A and B. Section A will contain four questions from Part I Business Mathematics. Similarly, Section B will contain four questions from Part II-Business Statistics. A student will be required to attempt any five questions with a minimum of two questions from each section. The questions will contain theoretical as well numerical and/or cases/ practical problem(s). All questions will carry equal marks.

PART I – BUSINESS MATHEMATICS

unit-I

Sets and Functions: Numbers, Sequences and Series, Progressions (Arithmetic, Geometric and Harmonic), Set, Sub- sets and functions , Venn diagram and its applications, Operations on sets, Cartesian product of sets, applications.-Functions : Algebraic functions (polynomial - linear, quadratic and rational), Examples of Business Applications.- Differentiation concepts: Derivatives of a function, derivatives of sum, difference, product and quotient.

Unit-2

Matrices and Determinants with Business application: Matrices Types of matrices, operations on matrices, adjoint of matrix, inverse of a matrix, elementary row operations. Solution of simultaneous linear equations using matrix inverse method and crammer's rule.

PART II – BUSINESS STATISTICS

Unit-3

Introduction to Statistics: Measures of Central Tendency- Mean, Median, Mode, Measures of dispersion mean deviation and standard deviation - Meaning and Definition of Statistics, Scope and Limitations of Statistics, Role of Statistics in Management Decisions - Statistical Decision Theory: Decision making process, Decisions under Uncertainty and Decisions under Risk

Unit-4

Probability Theory and Probability Distributions: Concepts, additive, multiplicative, conditional probability rules, Baye's Theorem, Binomial, Poisson and Normal distributions-their characteristics and applications

Unit-5

Correlation & Regression: Correlation (Karl Pearson's and Spearman's Coefficients), Methods of computing simple correlation and regression Line of Regression – Time Series: Time Series and its Components, Analysis, Models of Time Series, Methods of Studying Components of Time Series: Measurement of trend (moving average and least squares method)

References:

- 1 J.K. Sharma, "Mathematics for Management and Computer Applications", New Delhi, Galgotia Publication,
- 2 R. K. Ghosh and S. Saha, "Business Mathematics and Statistics", Calcutta, New Central Book Agency
- 3 S. Saha, "Business Mathematics and Quantitative Techniques", Calcutta, Central Book Agency,
- 4 S.P. Gupta, "Statistical Methods", New Delhi, Sultan Chand and Sons, 2007
- 5 S.C. Gupta, Business Statistics, Himalaya Pub House, 2008
- 6 T.N.Srivastava, Statistics for Management, TMH, 2008

To acquaint the students with the Principles, functions and practice of management and provide them practical exposure giving stories of success/failure businessmen.

Unit -1:

Fundamental Concepts: Business, trade, industry and commerce – Features and Functions of Business. Trade -Classification, Aids to Trade. Industry – Classification of industries – Commerce. Relationship between trade, industry and commerce –Concept of Business Organization.

Unit II:

Entrepreneur: Meaning - Characteristics of Entrepreneurs – Types of Entrepreneurs – Functions of an entrepreneur - Steps to start Enterprise. Sources of finance-Long Term, Short Term.

Lab Work: The students should go through and present case studies of entrepreneurs – Success and failure.

Unit – III:

Forms of Organization: Business Organization- Forms of Business Organization –Sole Proprietorship, Partnership, Joint Stock Company, Hindu undivided Family and Limited liability partnership. Factors influencing the choice of suitable form of organization. Sole Proprietorship: Meaning – Characteristics – Advantages & Disadvantages –Suitability. Partnership: Meaning – Characteristics – Kinds of partners - Registration of partnership – Partnership deed – Rights and obligations of partners. - Hindu undivided Family Business: Characteristics – Advantages and limitations.

Lab Work:

The students are expected to go through partnership deed and prepare a simple partnership deed.

Unit - IV:

Joint Stock Company-I: Meaning – Characteristics – Advantages - Kinds of Companies – Difference between private and public companies – Promotion of A Company: Stages-Promoters –Characteristics –Registration –Capital subscription – Commencement of Business – Preparation of Important documents.

Unit V:

Joint Stock Company II- Memorandum of Association- Significance, Clauses – Articles of Association-Contents – Prospectus-Contents – Statement in lieu of Prospectus.

Lab Work:

The students are expected to know preparation of memorandum of association, articles of association and prospectus. As a group they are expected to prepare a model prospectus. The students are also expected to know the formalities of registration of a company including documents.

References:

1. Bhushan Y K: Business Organization and Management, Sultan Chand
2. RK Sharma and Shashi K.Gupta: Industrial Organization and Management, Kalyani
3. CB Gupta : Industrial Organization and Management, Sultan Chand
4. Sherlekar etal: Business Organization and Management, Himalaya
5. Maheswari, Business Organization and Management, IBH, 2011.

To acquaint the students with the basics of accounting principles, maintaining accounting records, preparing the financial statements and analyzing them with different ratios.

UNIT –I

Introduction to accounting: objectives, significance and process, accounting concepts and conventions, Accounting cycle and accounting equation.

UNIT – II

Accounting system: Journal, Ledger posting, subsidiary books theory and problems, Errors and Rectification of errors in Trail balance, suspense accounting.

UNIT –III

Valuation of Fixed Assets: Depreciation of fixed assets and methods.

UNIT – IV

Final accounts: Preparation of Trading account, Profit and Loss account, problems on balance sheet with adjustments.

UNIT – V

Ratio analysis: liquidity, leverage, solvency and profitability ratios, DuPont chart a case study on ratio analysis.

References:

1. Paresh Shah: “Basic Financial Accounting for Management”, Oxford University Press, New Delhi, 2012.
2. Narayana Swamy, “Financial Accounting & Analysis” PHI, 2012.
3. Aryasri: Accounting and Financial Management, McGraw-Hill, 2011.
4. V.Rajasekharam “Financial Accounting & Analysis” Pearson Education, New Delhi, 2012
5. Ranjan Kumar Bal: “Financial Accounting & Analysis”, S.Chand, New Delhi,.2012
6. N.Ramachandran : “Financial Accounting & Analysis” Tata McGraw-Hill Publishing Limited, New Delhi, 2012.
7. Ashish K .Bhattacharya “Financial Accounting & Analysis” PHI, 2012.

I Semester	Fundamentals of Computers	4	100
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The course is to acquaint the students with computers and its fundamentals. An Introduction to Operating System, Hardware and software. Computer languages, Computer Network, Introduction to MSOffice.

Unit I:

Introduction to Computer: Hardware: Input / output devices, storage devices and memory. Software: System and Application Software, Compilers, Interpreters and Assemblers. Computer Languages: Levels of languages, generation and their features. Number System: Introduction to number system, binary, decimal, hexadecimal and their inter conversions and their uses in computer system. Internet: Concepts & Services, Hardware and software requirements, type of Internet connections

Unit II:

Operating Systems WINDOWS XP: Basic Operations, utilities and features. UNIX: Introduction, features and basic commands (like: pwd, cp, cd, rm, mv, ls, cat, mkdir, ch mod, rmdir, who, who am i, banner, date, kill, etc.). (Students should be familiar with these concepts but there will be no questions from topics)

Unit III:

Application Software (MS-Office Latest) MS Word: word basics, formatting text and documents, introduction to mail merge & macros. MS Excel: Excel basics, rearranging worksheets, working with graphics, using worksheet as databases, automating “what-if” projects. MS PowerPoint: PowerPoint basics, creating presentation MS Access: Database creation, screen/form design, report generation using wizard.

Unit IV:

E-Business: Fundamentals, E-Business framework, E-Business application, Technology Infrastructure for E-Business. E-Business Models: Elements of Business models, B2B, B2C models 10, Payment Systems: Type of E-payment, digital token-based e-payment, smart card, credit card payment systems, risk on e-payment, designing e-payment , Security Environment: Security Threats, Technology Solutions, Client-server security, data and message security, document security, firewalls. Ethical Social and Political issues in ecommerce, Inter-organization Business: EDI application in business, EDI: legal, security, standardization and EDI, EDI software implementation, VANs (value added net work) Internet based EDI.

Unit V:

Computer Networks: Mobile and Wireless computing fundamentals: Mobile computing, framework, wireless technology and switching method, mobile information access device, mobile computing application.

References:

1. Ravi Kalakotta & Whinston B., “Frontiers of E-Commerce”, Pearson Education, Reprint 2009 New Delhi.
2. R. Kalakotta & M. Robinson, “E-Business: Roadmap for Success”, Pearson Education Reprint 2009, New Delhi.
3. lauden and Traver. Ecommerce: Business Technology Society, 4th Ed 2009 Pearson New Delhi.
4. Schneider ,E-Commerce Strategy technology and implementation, 1st, edition, 2008, Cengage Learning, India.

INTEGRATED MBA II SEMESTER SYLLABUS

II Semester	English Language – II	4	100
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UNIT -I

OPERATIONAL SKILLS: Different ways of communicating - (Narrative, Descriptive, Exposition, Argument) with fluency, accuracy, and formulation. Communication for influencing

- Purpose of Oral communication (to interact, to inform, to find out things to influence, to regulate)

Organizing a meeting. The interview with Media- (The interview itself) - Presentations (Oral and Written Writing Formal letters and Business letters - Writing Paragraphs - Note –making and information transfer - Preparation of Material: Selecting material, planning, arrangement, presentation - Project proposals: Technical reports, Project reports, Term papers, Research papers, Dissertation writing.

UNIT- II

MANAGEMENT SKILLS: Time Management -Mind& Memory Management -Motivational Skills Motivation - Importance of commitment - Showing self confidence - Achieving Success - Fashion, Strategies - Business Etiquette Training - International Business Protocol - Multi Cultural Changes - Cultural awareness - Learning about the Communication styles of various clients - Dos’& Don’ts on the telephone - Taking the leave message - Ground rules for a conference calls - Using the ‘mute ‘function Personal grooming - Punctuality, Body language-

UNIT- III

LEADERSHIP SKILLS: Quick Learning - Pro- Activeness - Decision making -Situational leadership Motivating Employees - Paerto Analysis - Force field Analysis - PMI – plus, minus, Interest Stress - Conflict Management - Mind& Body fitness

UNIT-IV

THINKING SKILLS: Positive Thinking - Logical Thinking - Lateral Thinking - Avoiding traditional ways of looking for solutions - Using imagination to look at a problem differently - Recognize dominant Ideas - How to improve self confidence - To look failures as stepping stones - To Strengthen self esteem - Creative Thinking - Intellectual Property privileges

UNIT- V

SOCIAL SKILLS: Courtesy- Honesty- Flexibility –Adaptability Co – Operation –Positive attitude Dependability –Ability to measure – willingness to learn- Commonsense - Personal Integrity-positive work ethic Motivational Skills – Critical thinking skills - Personal Chemistry –good personal appearance
–Ability to follow regulations – willingness to be accountable - Awareness of how Business works and staying on the job until it is finished – Ability to listen and document what you have – heard

References:

1. The 7 Habits of Highly Effective People – Stephen R. Covey
2. How to Win Friends and Influence People– Dale Carnegie
3. Developing the Leader Within You– John C. Maxwell
4. The 360 Degree Leader- John C. Maxwell

II Semester	Business Environment	4	100
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UNIT -I

Business Environment: Importance at national and international level – problems and challenges – factors both internal and external influencing business environment. Industrial policies since independence and their significance – regulatory and promotional framework – NITI AYOOG and its importance.

UNIT -II

Structure of Indian economy: Nature and significance – Economic systems – structure of Indian industry – Economic reforms in various sectors – nature – challenges – social justice – Disinvestment mechanism – problems and procedures – Sickness in Indian industry, competition Act 2002.

UNIT -III

Fiscal Policy: Nature and significance – public revenues – expenditure- debt, development activities allocation of funds – Critical analysis of the recent fiscal policy of Government of India - Balance of Payments - Nature – Structure – major components – Causes for disequilibrium in Balance of Payments – Correction measures.

UNIT -IV

India's Trade Policy: Nature – Magnitude and direction of Indian international trade – problems – bilateral and multilateral trade agreements. International business environment: Nature – significance– challenges and mechanisms. WTO: Agreements in the Uruguay round including TRIPS, TRIMS and GATS – disputes settlement mechanism – dumping and antidumping measures.

UNIT -V

Legal Frame: special features of the SICA (special provisions) 1985, BIFR, Consumer protection act 1986, Environmental laws (pertaining to the control and prevention of Air and Water pollution) and the Essential Commodities Act 1955.

References:

1. Shaikh Saleem: “**Business Environment**”, Pearsons, New Delhi,
2. Veena Keshav Pailwar: “**Economic Environment of Business**”, PHI Learning, New Delhi, 2012
3. Rosy Joshi, Sangam Kapoor: “**Business Environment**”, Kalyani Publishers, New Delhi, 2011.
4. Aswathappa K: “**Essentials of Business Environment**”, Himalaya Publishing House, New Delhi, 2011.
5. Vivek Mittal: “**Business Environment Text and Cases**”, Excel Books New Delhi, 2011.

UNIT -I

Introduction to Managerial Economics: Definition, Nature and Scope, Relationship with other areas in Economics, The role of managerial economist. Concept of opportunity cost, Incremental concept, time Perfective, Discounting Principle, Risk & uncertainty.

UNIT -II

Demand Analysis: Elasticity of demand, types and significance of Elasticity of Demand - Measurement of price Elasticity of Demand – Need for Demand forecasting, forecasting techniques, Law of Supply, Elasticity of Supply.

UNIT -III

Production Analysis: Production function, Marginal Rate of Technical Substitution, Production functions with one/two variables, Cobb-Douglas Production Function, Returns to Scale and Laws of returns.

UNIT -IV

Cost theory and estimation: Cost concepts, determinants of cost, cost – output relationship in the short run and long run – Modern development in cost theory – Saucer shaped short – run Average cost curves – Average total cost curve – Cost - Volume – Profit analysis

UNIT -V

Market Structure and Pricing practices: Features and Types of different Markets – Price-Output determination in Perfect competition, Monopoly, Monopolistic competition and Oligopoly both in the long run and short run. Pricing methods in practice – Bain's limit pricing theory - Managerial Theories of a firm – Marris & Williams Models.

References

1. Paul, Koushil: “**Managerial Economics**”, Cengage Learning, New Delhi,
2. Vanita Agarwal: “**Managerial Economics**”, Pearson, New Delhi, 2013.
3. D.L. Ahuja: “**Managerial Economics**”, S. Chand & Company Ltd, New Delhi-55.
4. Mithani D M: ‘**Managerial Economics**’, Himalaya Publishing House, Mumbai, 2008.
5. Dwivedi D N: ‘**Managerial Economics**’, Vikas Publishing House Private Limited, New Delhi, 2009.
6. Atmanand: “**Managerial Economics**”, Excel Publications. New Delhi, 2012.
7. Varshney, R.L and Maheswari, K L: ‘**Managerial Economics**’, Sultan Chand and Sons, New Delhi, 2002.

II Semester	Financial Accounting – II	4	100
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UNIT- I:

Features of corporate Profit and Loss A/C and Balance Sheet. Preparation of Statement of Financial Accounts for corporate and Financial Statements of Non- Profit Organizations.

UNIT- II:

Inventory Valuation: Methods of Inventory Valuation, Lower the Cost of Market (LCM), Higher the Cost of Market (HCM), Periodic Inventory System Vs. Perpetual Inventory System. Specific requirements of AS-2 issued by ICAI.

UNIT -III:

Financial Analysis with Funds Flow and Cash Flow Statements: Introduction to Funds Flow vs. Cash Flow Statements: Funds Flow Statements: concept, preparation, presentation and limitations of Funds Flow Statements, Cash Flow Statements: Concept, preparation, presentation and limitations of Cash Flow Statements, Managerial uses of Funds Flow and Cash Flow Statements.

UNIT- IV:

Financial Reports: Understanding complete set of Financial Reports: key aspects of Auditor's Report and Directors Report. Global Financial Reporting: IAS, Indian GAAP, US GAAP, IFRS. Role of SEBI in Financial Reporting, Concept of window dressing and its implications on financial reporting.

UNIT -V:

Emerging dimensions in Financial Reporting: Need for voluntary disclosure. Corporate Social Responsibility Accounting. Economic Value Added (EVA) Statements. Valuation of Intangible Assets and its impact on the Balance Sheet. Balance Score Card. Introduction to Responsibility Accounting and Accounting for Price Level Changes.

References:

1. Horngren, Sundem, Stratton, Burgstahler and Schatzberg, Introduction to Management Accounting, 14th Edition, Pearson Hall.
2. Dhanesh K Khatri, Financial Accounting, Mc Graw Hill.
3. Dr. V K Goyal, Financial Accounting, 3rd Edition, Excel Books.
4. S N Maheswari, Suneel K Maheshwari and Sharad K Maheshwari, Financial Accounting, 5th Edition, Vikas Publications.
5. Ambrish Gupta, Financial Accounting for Management an Analytical Perspective, 3rd Edition, Pearson Education.

II Semester	Organizational Communications	4	100
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Unit- I:

Role of Communication in Business – Objective of Communication – The Process of Human Communication – Media of Communication, Written Communication – Oral Communication - Visual Communication, Audio Visual Communication – Silence.

Unit -II:

Developing Listening Skills – Improving Non-verbal communication skills – Cross Cultural Communication – problems and challenges. Presentation skills – techniques of presentation – types of presentation – video Conferencing and formats – interview – formal and informal – interview techniques – Communication etiquettes.

Unit -III:

Managing Organization Communication -formal and Informal Communication- Intrapersonal Communication – Models for Inter Personal Communication - Exchange Theory.

Unit- IV:

Managing Motivation to Influence Interpersonal Communication- Inter-Personal Perception – Role of Emotion in Inter Personal Communication – Communication styles – Barriers of Communication – Gateways to Effective Interpersonal Communication.

Unit -V:

Business Writing Skills- Significance of Business Correspondence, Essentials of Effective Business Correspondence, Business Letter and Forms, Meeting, Telephone Communication – Use of Technology in Business Communication. Report Writing – Meaning and Significance: Structure of Reports - Negative, Persuasive and Special Reporting: Informal Report – Proposals. Formal Reports – Preparation and organization of Press Report.

References:

1. Krizan: “Essentials of Business Communication”, Cengage Learning, New Delhi.
2. Herta A Murphy, Herber W Hildebrandt and Jane P Thomas: “Effective Business Communication”, Tata McGraw Hill Education Pvt Ltd, New Delhi.
3. Kuberudu B and Srinivasa Krishna K: “Business Communication and Soft Skills”, Excel Books, 2008.
4. Paul Turner: “Organisational Communication”, JAICO Publishing House, New Delhi. 5.Namita Gopal: “Business Communication”, New Age International Publishers, New Delhi, 2009.
6. Sathya Swaroop Debasish, Bhagaban Das” “Business Communication”, PHI Private Limited, New Delhi, 2009.

III Semester	PRINCIPLES OF MANAGEMENT	4	100
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Course Objectives:

- COB 1: To familiarize the students with the basic concepts, principles and definitions of management.
- COB 2: To facilitate students in understanding specific theories related to perception, motivation, leadership, job design, and organizational change
- COB 3: To help the student in understanding the contemporary issues in management.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1: Interpret basic concepts and theories of management.
- CO 2: Outline plans and different organization structures
- CO 3: Classify different leadership styles in cross cultural environment.
- CO 4: Develop rationale decision making and Problem solving abilities.
- CO 5: Cite contemporary issues and approaches to management

UNIT-I:

A BRIEF HISTORY OF MANAGEMENT:

Classical Theory-Scientific Management, Administrative Theory, Behavioral Theory, Management Science, Integrative Perspective – Systems Theory, Socio technical Theory, Contingency Theory, Comparing Theories.

UNIT-II:

CREATIVE PROBLEM SOLVING AND DECISION MAKING:

Problem Solving and Decision Making, Classify and Define the Problem or Opportunity, Set Objectives and Criteria, Generate Creative and Innovative Alternatives, Analyze Alternatives and Select the Most Feasible, Plan, Implement the Decision and Control, Vroom's Participative Decision Making Model. Case: The Coca-Cola Company (Robert N Lussier page no: 117).

UNIT- III:

STRATEGIC AND OPERATIONAL PLANNING:

Developing the Mission, Analyzing the Environment, Setting Objectives, Corporate Strategies, Business Strategies, Operational Planning, Implementing and Controlling Strategies. Time Management. Case: Dunkin's Donuts. (Robert N Lussier page no: 151)

UNIT-IV:

ORGANIZING AND DELEGATING WORK:

Principles of Organizing, Authority, Organizational Design, Job Design, Organizing Yourself and Delegating. Relation between Authority, Power and Influence. Leadership and Trait Theory, Behavioural Leadership Theories, Situational Approaches to Leadership, Handling Complaints. Case: Hitachi (Robert N Lussier page no: 197).

Case: Steve Jobs, Apple (Robert N Lussier page no: 348).

UNIT-V:

COMMUNICATION AND CONTROLLING:

Organizational Communication and Information Technology, Interpersonal Communication Process and Communication Barriers, Message Transmission Channels. Organizational and Functional Area Control Systems, Establishing Control Systems.

Case: Well Point (Robert N Lussier page no: 384).

Case: Chen Clothes Manufacturing (Robert N Lussier page no: 488).

Reference Books:

1. Dilip Kumar Battacharya, Principles of Management, Pearson, 2012.
2. Harold Koontz, Heinz Wehrich, A.R.Aryasri, Principles of Management, TMH, 2010.
3. V.S.P.Rao, Management Text and Cases, Excel, Second Edition, 2012.
4. K.Anbuvelan, Principles of Management, University Science Press, 2013.
5. Neeta Baporikar, Case Method – Cases in Management, Himalaya Publishing House (HPH) 2009.
6. Deepak Kumar Bhattacharyya, Principles of Management-text and cases, Pearson, 2012.
7. Andrew DuBrin, Management Essentials, Cengage Learning, 2012.

III Semester	COST ACCOUNTING	4	100
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Course Objectives:

- COB 1: To make the students aware of costing principles followed in business.
- COB 2: To equip with the tools and techniques required for analyzing costing practices.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1: Describe the meaning and concepts of Cost accounting.
- CO 2: Explain the concepts of Cost analysis and control.
- CO 3: Distinguish Marginal Costing.
- CO 4: Compare and contrast marginal costs and Break-even-analysis.
- CO 5: Research on standard costing models.

UNIT-I:

INTRODUCTION TO COST ACCOUNTING:

Management accounting vs Cost accounting, role of accounting information in planning and control, cost concepts and managerial, use of classification of costs. The management process and accounting.

UNIT-II:

COST ANALYSIS AND CONTROL:

Direct and Indirect expenses, allocation and apportionment of overheads, calculation of machine hour rate and labour hour rate. Unit costing, job costing, cost sheet and tender and process costing and their variants, treatment of normal losses and abnormal losses, inter-process profits, costing for by-products and equivalent production.

UNIT-III:

MARGINAL COSTING:

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

UNIT-IV:

BREAK-EVEN-ANALYSIS:

Concept of cost-volume-profit relationship-Profit Planning – make or buy decision- Selection of suitable product mix- desired level of Profits – Determination of Breakeven point, Break- even-graph and assumptions of BEP, importance, Margin of safety and angle of incidence. Application of BEP for various business problems.

UNIT-V:

STANDARD COSTING:

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

References Books:

1. M.N.Arora: Cost and Management Accounting, Vikas Publication, New Delhi, 2009.
2. S.P.Jain, K.L.Narang: Cost and Management Accounting, Kalyani Publications, New Delhi, 2009.
3. M.P.Pandi Kumar: Cost and Management Accounting, Excel Books, New Delhi,2008.
4. Khan and Jain: Management Accounting, Tata MCGraw-Hill Publishing Co. New. Delhi, 2010.
5. Bhabatosh Banerjee: Cost Accounting, PHI Learning Private Ltd., New Delhi, 2009.
6. Ashish K Battacharya: Cost Accounting for Business Managers, Elsevier, New Delhi, 2008.

III Semester	BANKING THEORY AND PRACTICE	4	100
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Course Objectives:

- COB 1: To develop understanding of different Commercial Banking concepts.
- COB 2: To enhance ability of understanding on Money Markets.
- COB 3: To help in understanding of Banking Regulation Act, 1949.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1: Describe the meaning and concepts of Commercial Banking.
- CO 2: Explain the concepts of Money Markets.
- CO 3: Distinguish the concepts of regulation and innovation in banking system.
- CO 4: Compare and contrast Innovations in Banking Services.
- CO 5: Research on Foreign Exchanges.

UNIT-I:

COMMERCIAL BANKING- FUNCTIONS OF COMMERCIAL BANKS:

Primary and Secondary. Creation of Credit- Limitations on the Creation of Credit- Investment Policy of Commercial Banks

UNIT-II:

MONEY MARKET:

Items Dealt with in a Money Market-Components of Money Market-Importance of Money Market- Features of a Money Market-The Indian Money Market-Indian Banking System. - Reserve Bank of India.

UNIT-III:

BANKING REGULATION ACT:

1949- Banking Regulation Act, 1949- Provisions on Capital Liquidity– Powers Assigned to the Reserve Bank of India – Nationalization of Banks in India and its Objectives- Banking Sector Reforms. - NPA- Ombudsman for Banks.

UNIT-IV:

INNOVATIONS IN BANKING SERVICE:

Innovative Banking-Social Banking-Lead Bank Scheme-Village Adoption Scheme-Differential Interest Rate Scheme-Hi-Tech Banking-Financial Services-Venture Capital Financing-Housing Finance-Hire Purchase.

UNIT-V:

FOREIGN EXCHANGE:

Foreign Exchange Market - Rate of Exchange-Exchange Rate Mechanisms. The Customer- General Relationship between Banker and Customer-Special Features of the

Banker-Customer Relationship- Rights of a Customer to Charge a Bank under the Consumer Protection Act.

References Books:

1. D. Muralidharan, "Modern Banking Theory And Practice", Phi, Delhi, 2009.
2. Kc Shekhar, Lekshmy Shekhar, "Banking Theroy And Practice", Vikas Publishing, 2013.
3. Microeconomics Of Banking By Xavier Freixas And Jean-Charles Rochet, Mit Press, 2 Nd Edition, 2008.
4. Commercial Banking: The Management Of Risk By Benton E. Gup And James W. Kolari, John Wiley & Sons Inc., 3rd Edition, 2005.

III Semester	BUSINESS LAW	4	100
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Course Objectives:

- COB 1: To create awareness on various economic and legal issues that they are expected to face as managers at the corporate level.
- COB 2: To equip with the tools and techniques of economic analysis and legal aspects for improving their decision-making skills.

Course Outcomes:

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

- CO 1 : Describe three different relationships that could be created under the law of agency.
- CO 2 : Explain about Sale of Goods Act.
- CO 3 : Distinguish Forms of Business Organizations.
- CO 4 : Compare Consumer Protection Act, 1986 and Contract of Agency.
- CO 5 : Research Negotiable Instruments Act, 1881.

UNIT-1:

IMPORTANCE OF COMMERCIAL LAW:

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

UNIT-2:

SALE OF GOODS ACT:

Introduction to Act – Distinction between Sales and Agreement to Sell – Conditions and Warranties – Performance of Contract of Sale –Transfer of Ownership – Rights of an Unpaid Seller.

UNIT-3:

FORMS OF BUSINESS ORGANIZATION:

Meaning – Sole Trader- Meaning and Features of Partnership– Registration – Types of Partners – Partnership Deed – Duties and Rights of Partners - Nature and Types of Companies – Formation – Memorandum of Association-Articles of Association and their Dissolution.

UNIT-4:

A) CONSUMER PROTECTION ACT, 1986:

Introduction to Act – Consumer Right –Machinery for Redressal of Consumer Grievances.- Information Technology Act 2000.

B) CONTRACT OF AGENCY:

Meaning and Nature of Agency – Kinds of Agents –Creation of Agency- Duties and Rights of Principal –Duties and Rights Agents Principal’s Liability for the Acts of the Agent- Personal Liability of Agent –Termination of Agency.

UNIT-5:

NEGOTIABLE INSTRUMENTS ACT, 1881:

Characteristics of Negotiable Instruments –Kinds of a Negotiable Instrument – Endorsement – Presentation of Negotiable Instrument – Discharge of a Negotiable Instrument.

Reference Books:

1. Ravindra Kumar: Legal Aspects of Business, Cengage learning, New Delhi, 2009.
2. Pathak: Legal Aspects of Business, Tata McGraw Hill, New Delhi, 2010.
3. S.N.Maheshwari, S.K.Maheshwari: A Manual of Business Laws, Himalaya Publishing House, Mumbai, 2009.
4. N.D.Kapoor: Business Law, Sultan Chand, New Delhi.
5. Chandra Bose: Business Law, PHI Learning, New Delhi, 2010.
6. S.S Gulshan: Business Law, Excel Books, New Delhi, 2010

III Semester	ENTREPRENEURSHIP DEVELOPMENT	4	100
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Course Objectives:

- COB 1: To make aware of the various concepts of entrepreneurship.
- COB 2: To help in understanding the importance entrepreneurship development.
- COB 3: To help in analyzing the role of entrepreneurship in economic development.
- COB 4: To help in preparing report for business ventures.

Course Outcomes:

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

- CO 1 : Describe the meaning and concepts of entrepreneurship development.
- CO 2 : Explain the importance of training in Entrepreneurship development.
- CO 3 : Distinguish between planning and evaluation of projects.
- CO 4 : Compare and contrast Small and Micro Enterprises.
- CO 5 : Research on Institutional Support to Entrepreneur and MSMEs.

UNIT-I:

ENTREPRENEURSHIP:

Importance and growth - Characteristics and Qualities of Entrepreneur- Role of Entrepreneurship, Ethics and Social Responsibilities. Women Entrepreneurship: Role & Importance, Problems of Women Entrepreneurs – corporate entrepreneurship – mobility of entrepreneur – entrepreneurial motivation.

UNIT-II:

TRAINING:

Designing Appropriate Training Programme to inculcate Entrepreneurial Spirit - Training for New and Existing Entrepreneurs, Feedback and Performance of Trainees. Creativity and Entrepreneurship: Sources and Methods of Ideas Planning and Development of Programmes E-business Ventures; New Venture Management – Emerging Trends.

UNIT-III:

PLANNING AND EVALUATION OF PROJECTS:

Growth of Firm – Project identification and selection - Factors inducing growth- - Project Feasibility Study - Post Planning of Project-Project Planning and Control.

UNIT-IV:

SMALL AND MICRO ENTERPRISES:

Importance, definitions – policies and their support to MSMEs - growth and growth strategies – sickness in small business and remedies – small entrepreneurs in international business.

UNIT-V:

INSTITUTIONAL SUPPORT TO ENTREPRENEUR AND MSMES:

Role of Government - Role of IDBI, NIESBUD, SISI, DIC - Financial Institutions - Commercial Banks, Entrepreneurial Development Institutes, Universities and other Educational Institutions offering Entrepreneurial Development Programme.

Reference Books:

1. Arya Kumar: "Entrepreneurship", Pearson, Publishing House, New Delhi, 2012.
2. VSP Rao, Kuratko: "Entrepreneurship", Cengage Learning, New Delhi.
3. K.Ramachandran: "Entrepreneurship Development", TMH, New Delhi, 2012.
4. B.Janakiram, M Rizwana: "Entrepreneurship Development" Excel Books, New Delhi, 2011.
5. Rajeev Roy: "Entrepreneurship", Oxford University Press, New Delhi, 2012.
6. P.C.Shejwalkar: "Entrepreneurship Development", Everest Publishing House, New Delhi, 2011.

IV Semester	ORGANIZATIONAL BEHAVIOR	4	100
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Course Objectives:

- COB 1: To sensitize on the various psychological aspects concerning the functioning of business enterprises.
- COB 2: To familiarize on the importance of behavioral aspects and their importance in organizations.
- COB 3: To equip with the necessary knowledge on behavioral aspects.

Course Outcomes:

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

- CO 1 : Identify the basic concepts of organizational behavior.
- CO 2 : Enumerate the importance of leadership, attitude and values in organization.
- CO 3 : Develop his personality, decision making abilities and interpersonal communication skills.
- CO 4 : Generalize organizational culture and development.

UNIT-I:

INTRODUCTION - NATURE AND SCOPE: linkages with other social sciences - Individual Roles and Organizational Goals - Perspectives of Human Behavior, Approach to Organizational behavior - models of organizational behavior-Perception: nature - Process – Motivation – Concepts - Theories - Leadership Theories. Attitudes and Values.

UNIT-II:

PERSONALITY DEVELOPMENT:

Nature - Stages, Determinants of Personality, - Johari Window - Transactional Analysis, Learning Processes – theories.

UNIT-III:

DECISION MAKING PROCESS:

Behavioral Dimensions, Groups and their formation - Group Dynamics, Informal Organizations, Group versus Individual Interaction.

UNIT-IV:

INTER-PERSONAL COMMUNICATION:

Listening, Feedback, Collaborative Processes in Work Groups, Team Building, Team Decision Making, Conflict Resolution in Groups and Problem Solving Techniques.

UNIT-V:

ORGANIZATIONAL DEVELOPMENT:

Goals, processes, change – resistance to change – Nature of OD - interventions, OD techniques and OD applications.

Reference Books:

1. K.Aswhathappa: “Organizational Behavior-Text, Cases and Games”, Himalaya

- Publishing House, New Delhi, 2008,
2. Steven L McShane, Mary Ann Von Glinow, Radha R Sharma: “Organizational Behavior”, Tata McGraw Hill Education, New Delhi, 2008.
 3. Jerald Greenberg and Robert A Baron: “Behavior in Organizations”, PHI Learning Private Limited, New Delhi, 2009.
 4. Pareek Udai: “Understanding Organizational Behavior”, Oxford University Press, New Delhi, 2007.
 5. Jai B.P.Sinha: “Culture and Organizational Behavior”, Sage Publication India Private Limited, New Delhi, 2008.
 6. Sharma VS, Veluri: “Organizational Behavior”, JAICO Publishing House, New Delhi, 2009.
 7. Slocum, n Helireigel: “Fundamentals of Organizational Behavior”, Cengage Learning India, New Delhi, 2009.
 8. Jennifer M.George and Gareth R. Jones: “Understanding and Managing Organizational Behavior”, Pearson Education, New Delhi, 2009.
 9. Schermerhorn, Hunt and Osborn: “Organizational Behavior”, Wiley India Limited, New Delhi, 2007.
 10. Gregory Moor head, Ricky W. Grif fin: “Organizational Behavior”, Biztantra, New Delhi, 2009.

IV Semester	MANAGEMENT ACCOUNTING	4	100
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Course Objectives:

- COB 1: To acquaint with concepts, principles and postulates of accounting and utilization of financial and accounting information for planning and decision making
- COB 2: To familiarize with those significant tools and techniques of financial analysis, which are useful in the interpretation of financial statements.
- COB 3: To familiarize with tools and techniques which help in management planning and control systems.

Course Outcomes:

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

- CO 1 : Prepare independently different accounting statements.
- CO 2 : Prepare and analyze financial statement and reports independently.
- CO 3 : Analyze cost accounting concepts.
- CO 4 : Interpret Cost behavior and Decision making methods.

UNIT-I:

INTRODUCTION TO MANAGEMENT ACCOUNTING:

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

UNIT-II:

MIS AND REPORTING:

Essentials of an Ideal Report- General Principles of Good Reporting-Methods of Reporting- Types of Reports- MIS- Reporting Needs of Different Management levels - Theoretical Questions- Reconciliation and Integration of Financial and Cost Accounts-Need of Reconciliation- Method of Reconciliation.

UNIT-III:

RESPONSIBILITY ACCOUNTING:

Definition- Steps- Responsibility Centers- Revenue Centre- Profit Centre- Investment Centre- Advantages of Responsibility Accounting- Cost Centres Vs. Responsibility Centres - Transfer Prices- Price Level Accounting- Current Purchasing Power Method- Methods of Accounting for Changing Prices- Working Capital Adjustments- Merits of Inflation Account.

UNIT-IV:

BUDGETARY CONTROL:

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

UNIT-V:

MANAGEMENT AUDIT: Definition- Objectives of Management Audit- Difference between Financial Audit and Management Audit- Need for Management Audit- Conducting Management Audit.

Reference Books:

1. M.N.Arora: Cost and Management Accounting, Vikas Publication, New Delhi, 2009.
2. S.P.Jain, K.L.Narang: Cost and Management Accounting, Kalyani Publications, New Delhi,2009.
5. M.P.Pandi Kumar: Cost and Management Accounting, Excel Books, New Delhi,2008.
6. Colling Drury; Management and Cost Accounting, Cengage learning, Hyderabad, 2009.
7. Khan and Jain: Management Accounting, Tata MCGraw-Hill Publishing Co. New. Delhi, 2010.
8. Horngren, Sundem, Stratton: Introduction to Management, Accounting, Pearson, Secundrabad, 2010.

IV Semester	COMPANY LAW	4	100
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Course Objectives:

- COB 1: To make the students aware of difference between private and public company.
- COB 2: To help in understanding different concepts on formation of a company.

Course Outcomes:

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

- CO 1 : Describe types of companies.
- CO 2 : Explain various clauses of companies' act 1956.
- CO 3 : Distinguish duties and liabilities of promoters.
- CO 4 : Compare and contrast duties of Directors and independent Directors.
- CO 5 : Research on procedures and powers of liquidators.

UNIT – I:

MEANING OF COMPANY:

Features, advantages and disadvantages, types of companies, distinguish between private and public ltd company.

UNIT – II:

PROMOTION OF COMPANY:

Incorporation, memorandum and articles of association, various clauses of companies act 1956.

UNIT – III:

PROSPECTS:

Issues, contents, promoter's position, duties and liabilities.

UNIT – IV:

DIRECTORS:

Appointment, qualification renewal, recognition, power and duties-meetings, annual general meeting, statutory meeting, role of directors, independent directors and Corporate Governance.

UNIT – V:

WINDING UP OF A COMPANY:

Types, procedure-powers of liquidator, voluntary winding up by member and creditors winding up subject to supervision of court.

Reference Books:

1. N.D. Kapoor, Company Law.
2. Company Law by Tandom M.P, Allahabad Law Agency, Allahabad.

IV Semester	GST (Goods and Services Taxes)	4	100
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Course Objectives:

- COB 1: To create awareness on various concepts of Direct and Indirect Taxes
- COB 2: To help in understanding the importance of Tax planning in India
- COB 3: To help in analyzing the role of Tax in economic development
- COB 4: To help in understanding problems faced in Tax planning.

Course Outcomes:

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

- CO 1 : Describe the meaning and concepts of Direct and Indirect Taxes.
- CO 2 : Explain about issues in Tax management.
- CO 3 : Distinguish between various factors affecting CENVAT and other Tax management Issues.
- CO 4 : Compare Tax Planning in Indian context with other countries.
- CO 5 : Research on Multinational Taxation.

UNIT – I:

INCOME TAX ACT 1961:

Laws regarding capital and revenue expenditure, deemed income, residence concept.

UNIT – II:

ASSESSMENT OF INDIVIDUAL:

Income from salary (Problems) and income from HP.

UNIT – III:

INCOME FROM BUSINESS AND PROFESSION:

Problems arising from aggregation of income and set off and carry forward loss.

UNIT – IV:

INDIRECT TAX LAWS:

Administration and relevant procedure, the central exercise including central value added tax CENVAT. Central sales tax act 1956, customers act 1962 and excise audit.

UNIT – V:

TAX ADMINISTRATION APPEALS:

Revisions, review, rectification and application to control board of direct taxes. Acquisition proceedings principals of valuation movable and immovable property. Tax incentives and export promotions.

Reference Books:

1. Bhagawati Prasad, Direct Taxes Law and Practice Wishwa Prakashan, New Delhi.
2. Dinkar parage, Direct Taxes, Sultan Chand and Sons, New Delhi.

IV Semester	MANAGEMENT INFORMATION SYSTEM	4	100
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Course Objectives:

- COB 1: To acquaint the students with the application of computers in understanding latest trends in information technology.
- COB 2: To provide an orientation about the increasing role of management information system in managerial decision making with the help of computers.
- COB 3: To make students understand how information is processed, stored and utilized.

Course Outcomes:

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

- CO 1 : Cite various software's used in management of IS.
- CO 2 : Develop different models of IS.
- CO 3 : Use different data presentation techniques and IS Models.
- CO 4 : Sketch IS Security and IS Planning.

UNIT – I:

FOUNDATIONS OF IS IN BUSINESS:

Managing the digital firm, Conceptual foundations, Perspectives on IS, Phases in building and maintaining IS, obstacles of applying IT.

UNIT – II:

TYPES OF IS:

Office Automation System, Communication systems, Transaction processing systems, knowledge work systems, Management and Executive information systems, Decision support systems(Artificial intelligence, and intelligent techniques, intelligent agents).

UNIT – III:

IS MODELS:

Nolan Stage Hypothesis, IS Strategic Grid, Wards Model, Earl's Multiple Methodology, CSFs, Soft Systems Methodology, Socio-Technical Systems Approach (Mumford).

UNIT – IV:

IS PLANNING:

The process of IS planning, Strategic alignment of business and IT, Building and maintaining IS – Alternative approaches for building information systems.

UNIT – V:

IS SECURITY:

Control and Audit: System vulnerability and abuse, business value of security and control, threat of project failure, threat of computer crime, methods of minimizing risks, IS Audit, ensuring system quality.

Reference Books:

1. Kenneth C Laudon and Jane P.Laudon, et al: Management Information Systems, 9/e, Pearson Education, 2005.
2. Steven Alter: Information Systems, Pearson, 3/e, 2002.
3. Gordon B. Davis & Margrethe H.Olson: Management Information Systems, TMH, 2002.
4. W S Jawadekar: Management Information Systems, 2/e, TMH, New Delhi, 2002.
5. James A. Obrein: Management Information Systems, TMH, 10/e, 2004.
6. Gerald V.Post, David L Anderson: Management Information Systems, Irvin McGraw Hill, 2003.

V Semester	FINANCIAL ANAGEMENT	4	100
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Course Objectives:

- COB 1: To acquaint with concepts, principles and postulates of accounting and utilization of financial and accounting information for planning and decision making.
- COB 2: To familiarize with those significant tools and techniques of financial analysis, which are useful in the interpretation of financial statements?
- COB 3: To familiarize with basic principles, tools and techniques of financial management.

Course Outcomes:

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

- CO 1 : Illustrate concepts of financial management.
- CO 2 : Interpret financial and Investment decisions in organizations.
- CO 3 : Cite different dividend policies in Indian corporate sector.
- CO 4 : Choose the appropriate techniques in inventory management.

UNIT-I

FINANCIAL MANAGEMENT:

Concept - Nature and Scope - Evolution of financial Management - The new role in the contemporary scenario – Goals and objectives of financial Management - Firm’s mission and objectives - Profit maximization Vs. Wealth maximization – Maximization Vs Satisfying - Major decisions of financial manager.

UNIT-II

FINANCING DECISION:

Sources of finance - Concept and financial effects of leverage – EBIT – EPS analysis. Cost of Capital: Weighted Average Cost of Capital– Theories of Capital Structure.

UNIT-III

INVESTMENT DECISION:

Concept of Time Value of money – Techniques of Time Value of Money - Nature and Significance of Investment Decision – Estimation of Cash flows – Capital Budgeting Process – Techniques of Investment Appraisal – Payback period, Accounting Rate of Return , Time Value of Money – DCF Techniques- Net Present Value, Profitability Index and Internal Rate of Return.

UNIT-IV

DIVIDEND DECISION:

Meaning and Significance – Major forms of dividends – Theories of Dividends - Determinants of Dividend – Dividends Policy and Dividend valuation – Bonus Shares –Stock Splits – Dividend policies of Indian Corporate.

UNIT-V

LIQUIDITY DECISION:

Meaning - Classification and Significance of Working Capital – Components of Working Capital – Factors determining the Working Capital – Estimating Working Capital requirement – Cash Management Models – Cash Budgeting – Accounts Receivables –Credit Policies – Inventory Management.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books:

1. P.Vijaya Kumar, M.Madana Mohan, G. Syamala Rao: “Financial Management”, Himalaya Publishing House, NewDelhi,.2013.
2. Rajiv Srivastava, Anil Misra: “Financial Management”, Oxford University Press, New Delhi,.2012.
3. Brigham,E.F: “Financial Management Theory and Practice”, Cengage Learning, New Delhi,2013.
4. Prasanna Chandra: “Financial Management Theory and Practice”, Tata McGrawHill 2011.
5. I.M. Pandey: “Financial Management”, Vikas Publishers, New Delhi,2013.
6. RM Srivastava, Financial Management, Himalaya Publishing house, 4th edition.
7. Khan and Jain: Financial Management, Tata McGraw Hill, NewDelhi,2013.

V Semester	MARKETING MANAGEMENT	4	100
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Course Objectives:

- COB 1: To acquaint with concepts of marketing.
- COB 2: To familiarize and equip with the concepts of Planning, designing and implementing marketing strategies to achieve the long-term objectives.
- COB 3: To familiarize with basic changes in marketing and e-marketing

Course Outcomes:

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

- CO 1 : Interpret basic concepts of marketing.
- CO 2 : Classify markets into segments and known how to target a market.
- CO 3 : Apply different pricing strategies
- CO 4 : Analyze communication process and control activities in marketing.

UNIT-I

INTRODUCTION TO MARKETING:

Needs - Wants – Demands - Products - Exchange - Transactions - Concept of Market and Marketing and Marketing Mix - Product and Production Concept - Sales and Marketing Concept - Societal Marketing Concept - Indian Marketing Environment.

UNIT-II

MARKET SEGMENTATION AND TARGETING:

Identification of Market Segments - Consumer and Institutional/corporate Clientele - Segmenting Consumer Markets - Segmentation Basis – Evaluation and Selection of Target Markets – Developing and Communicating a Positioning Strategy.

UNIT-III

PRICING STRATEGY:

Objectives of Pricing - Methods of Pricing - Selecting the Final price - Adopting price - Initiating the price cuts - Imitating price increases - Responding to Competitor’s pricechanges.

UNIT-IV

MARKETING COMMUNICATION:

Communication Process – Communication Mix - Managing Advertising Sales Promotion - Public relations and Direct Marketing - Sales force - Objectives of Sales force - Structure and Size - Sales force Compensation.

UNIT-V

MARKETING ORGANIZATION AND CONTROL:

Evolution of Marketing Department - Organizing the Marketing Department -, Marketing Implementation - Control of Marketing Performance - Annual Plan Control - Profitability Control - Efficiency Control - Strategic Control.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books:

1. Lamb, Hair, Sharma: "MKTG" Cengage Learning, New Delhi,2013.
2. Phillip Kotler: "Marketing Management ", Pearson Publishers, New Delhi,2013.
3. Rajan Sexena: "Marketing Management", Tata McGraw Hill, New Delhi,2012.
4. R.Srinivasan: "Case Studies in Marketing", PHI Learning, New Delhi,2012.
5. Tapan K Pand: "Marketing Management", Excel Books, New Delhi,2012.
6. Paul Baines, Chris Fill, Kelly Page Adapted by Sinha K: "Marketing", Oxford University Press, Chennai,2013.

V Semester	HUMAN RESOURCE MANAGEMENT	4	100
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Course Objectives:

- COB 1: To acquaint with a broad perspective on themes and issues of Human Resource Management.
- COB 2: To familiarize with relevance and application of HRM practices in the Indian perspective.
- COB 3: To familiarize and to build up and refine decision making skills.

Course Outcomes:

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

- CO 1 : Cite evolution and emerging trends of HRM.
- CO 2 : Critically analyze HRD concepts.
- CO 3 : List different appraisal and wage payment systems.
- CO 4 : Evaluate incentive payment system and welfare measures given to employees.
- CO 5 : Interpret industrial relations in organization.

UNIT-I

HRM:

Significance - Definition and Functions – evolution of HRM- Principles - Ethical Aspects of HRM- HR policies, Strategies to increase firm performance - Role and position of HR department –aligning HR strategy with organizational strategy - HRM at global perspective- challenges – cross-cultural problems – emerging trends in HRM.

UNIT-II

INVESTMENT PERSPECTIVES OF HRM:

HR Planning – Demand and Supply forecasting - Recruitment and Selection- Sources of recruitment - Tests and Interview Techniques - Training and Development – Methods and techniques – Training evaluation - retention - Job Analysis – job description and specifications - Management development - HRD concepts.

UNIT-III

PERFORMANCE APPRAISAL:

Importance – Methods – Traditional and Modern methods – Latest trends in performance appraisal - Career Development and Counseling- Compensation, Concepts and Principles- Influencing Factors- Current Trends in Compensation- Methods of Payments - compensation mechanisms at international level.

UNIT-IV

WAGE AND SALARY ADMINISTRATION:

Concept- Wage Structure- Wage and Salary Policies- Legal Frame Work- Determinants of Payment of Wages- Wage Differentials - Job design and Evaluation- - Incentive Payment Systems. Welfare management: Nature and concepts – statutory and non-statutory welfare measures – incentive mechanisms.

UNIT-V

MANAGING INDUSTRIAL RELATIONS:

Trade Unions - Employee Participation Schemes-Collective Bargaining-Grievances and disputes resolution mechanisms – Safety at work – nature and importance – work hazards – safety mechanisms - Managing work place stress.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books:

1. K Aswathappa: “Human Resource and Personnel Management”, Tata McGraw Hill, New Delhi, 2013.
2. N.Sambasiva Rao and Dr. Nirmal Kumar: “Human Resource Management and Industrial Relations”, Himalaya Publishing House, Mumbai.
3. Mathis, Jackson, Tripathy: “Human Resource Management: A South-Asian Perspective”, Cengage Learning, New Delhi, 2013.
4. Subba Rao P: “Personnel and Human Resource Management-Text and Cases”, Himalaya Publications, Mumbai, 2013.
5. Madhurima Lall, Sakina Qasim Zasidi: “Human Resource Management”, Excel Books, New Delhi, 2010.

V Semester	OPERATIONS MANAGEMENT	4	100
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Course Objectives:

- COB 1: To help in learning the basic methodology of understanding the needs and techniques of different production terminologies
- COB 2: To familiarize with tools and techniques of production management.
- COB 3: To familiarize with basic changes in production techniques.

Course Outcomes:

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

- CO 1 : Interpret basic concepts of production and operation management
- CO 2 : Outline production planning and control activities in production.
- CO 3 : Sketch quality control charts and known how to manage work environment.
- CO 4 : Identify different concepts and dimensions of quality
- CO 5 : Classify stock in stores by using different inventory methods

**UNIT-I
INTRODU
CTION:**

Overview & Definition of Production and Operations Management- Nature and Scope of Production and Operations Management-Historical Evolution –Role & responsibilities of the production manager - Types of Manufacturing Processes and Product Design.

**UNIT-II
PRODUCTION PLANNING AND CONTROL:**

Stages in PPC – Gantt – PPC in Mass, Batch, and Job Order Manufacturing- Aggregate planning and Master Scheduling, MRP, CRP. Maintenance management & Industrial Safety. Plant Location & Layout Planning- Factors influencing location - types of layouts. Capacity Planning – Optimal Production Strategies: Scheduling and Sequencing of Operations. Work Design: Method Study and Work Measurement - Work Sampling.

**UNIT-III
MANAGING OF WORK ENVIRONMENT:**

Automation --Technology Management -Waste Management. Quality Assurance and Quality Circles – Statistical Quality Control –Control Charts for Variables- Average, Range and Control charts for Attributes. Acceptance Sampling Plans.

Purchase functions and Procedure - Inventory control – Types of Inventory– Safety stock – Inventory Control Systems –JIT, VMI.

UNIT-IV

QUALITY IMPROVEMENT:

Basic concepts of quality, dimensions of quality, Juran's quality trilogy, Deming's 14 principles, Quality improvement and cost reduction, ISO 9000-2000 clauses & coverage. Six Sigma, Productivity –factors affecting productivity, measurement & improvements in productivity - new product development and design - stages & techniques. Total Productive Maintenance (TPM).

UNIT-V

STORES MANAGEMENT:

Objectives of Stores Management – Requirements for efficient. Management of Stores – safety stock Inventory Control - Different Systems of Inventory Control, Costs & Types of Inventory. – ABC, VED and FNSD analyses. Value Analysis– importance in cost reduction
– concepts and procedures.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books:

1. Panner Selvem: "Production and Operation Management", Prentice Hall of India, NewDelhi,2012.
2. K.Aswathappa, K. Shridhara: "Production & Operation Management", Himalaya Publishing House, New Delhi,2012.
3. Ajay K Garg: "Production and Operation Management", TMH, NewDelhi,2012.
4. Deepak Kumar Battacharya: "Production & Operation Management", University Press, New Delhi,2012.
5. Alan Muhlemann, John Oakland, jasti Katyayani: "Production and Operation Management", Pearson, New Delhi,2013.

V Semester	BUSINESS RESEARCH METHODOLOGY	4	100
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Course Objectives:

- COB 1: To acquaint the students with concepts and theoretical and practical base for a research project
- COB 2: To familiarize the student with significant tools and techniques of quantitative techniques, which are useful in the decision making.

Course Outcomes:

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

- CO 1 : Formulate and test hypotheses.
- CO 2 : Classify data and use different sampling techniques.
- CO 3 : Prepare and Present of Research Report
- CO 4 : Chart different quality control limits
- CO 5 : Use multivariate techniques and analyze dependence and independence of samples.

UNIT-I

INTRODUCTION:

Nature and Importance of research, The role of business research, aims of social research, research process, pure research vs. applied research, qualitative research vs quantitative research, exploratory research, descriptive research and experimental research, ethical issues in business research. Research Process – Types of Research –Defining Research Problem – Formulation of Hypothesis – Testing of Hypothesis.

UNIT-II

DATA BASE:

Discussion on primary data and secondary data, tools and techniques of collecting data. Methods of collecting data. Sampling design and sampling procedures. Random Vs. Non-random sampling techniques, determination of sample size and an appropriate sampling design. Designing of Questionnaire –Measurement and Scaling – Nominal Scale – Ordinal Scale – Interval Scale – Ratio Scale – Guttman Scale – Likert Scale – Schematic Differential Scale.

UNIT-III

SURVEY RESEARCH AND DATA ANALYSIS:

Media used to communicate with respondents, personal interviews, telephone interviews, self-administered questionnaires, selection of an appropriate survey research design, the nature of field work, principles of good interviews and field work management. Editing – Coding – Classification of Data – Tables and Graphic Presentation – Preparation and Presentation of Research Report.

UNIT-IV

STATISTICAL INFERENCE & QUALITY CONTROL:

Tests of Hypothesis, Introduction to Null hypothesis vs alternative hypothesis, parametric vs. non-parametric tests, procedure for testing of hypothesis, tests of significance for small samples, application, t-test, Chi Square test. Statistical Quality Control Upper quality charts p charts LCL UCL, BAR CHARTS. Attribute charts and industrial applications.

UNIT-V

MULTIVARIATE ANALYSIS:

Nature of multivariate analysis, classifying multivariate techniques, analysis of dependence, analysis of interdependence. Bivariate analysis-tests of differences-t test for comparing two means and z-test for comparing two proportions and ANOVA for complex experimental designs.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books:

1. Navdeep and Guptha: "Statistical Techniques & Research Methodology", Kalyani Publishers.
2. Willam G.Zikmund, Adhkari: "Business Research Methods", Cengage Learning, New Delhi,2013.
3. S.Shajahan: "Research Methods for management", JAICO Publishing House, New Delhi, 2009.
4. UWE FLICK: "Introducing Research Methodology", SAGE, NewDelhi,2012.
5. Cooper R.Donald and Schindler S. Pamela: "Business Research Methods", 9/e, Tata MCGraw Hill, New Delhi.
6. M.V.Kulkarni: "Research Methodology", Everest Publishing House, New Delhi,2010.

VI Semester	OPERATIONS RESEARCH	4	100
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COB 1: To use mathematical techniques to obtain the best possible solution to problems involving limited resources.

COB 2: To make familiarize with principles and techniques of Operations Research and their applications in decision- making.

Course Outcomes:

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

- CO 1 : Identify and develop operational research models from the verbal description of the real system.
- CO 2 : Select the mathematical tools that are needed to solve optimization problems.
- CO 3 : Use mathematical software to solve the proposed models.
- CO 4 : Apply network models.
- CO 5 : Determine Dynamic Programming Models.

UNIT-I

Overview of Operations Research: OR models, OR techniques Linear Programming: introduction, graphical solution, graphical sensitivity analysis, standard form of linear programming problems, basic feasible solutions, unrestricted variables, simplex algorithms, artificial variables, big M and two phase method, degeneracy, alternative optima, unbounded solutions, infeasible solutions.

UNIT-II

Dual problems: Relation between primal and dual problems- dual simplex method- integer programming- branch and bound algorithms cutting plan algorithm.

UNIT-III

Transportation Model: starting solutions- northwest corner rule- lowest cost method- Vogels approximation method- transportation algorithms- assignment problem- Hungarian method.

UNIT-IV

Network Models, Project Scheduling: - CPM and PERT – Rules of Network- Constructions of Network- Time Analysis- Critical Path Method- PERT Procedure- Cost Consideration in PERT/CPM.

UNIT-V

Dynamic Programming: Introduction- Decision Tree Bellman’s Principle of Optimality- Game Theory- Introduction- Definition- Pay-off- Types of Games- Maximin- Minimax Principle.

Reference Books:

1. Operations Research, An Introduction: Hamdy A Taha, Maxwell Macmillan International Edition, New York,1992.
2. Introductions to operations Research by Hillier/Lieberman, Tata McGrawHill.
3. Operations Research by R.Panneerselvan, prentice Hall of India.

VI Semester	INTERNATIONAL BUSINESS	4	100
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Course Objectives:

- COB 1: To acquaint with concepts of & theory on international business.
- COB 2: To familiarize with foreign exchange markets.
- COB 3: To help in understanding problems of MNC's and liquidity problems.

Course Outcomes:

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

- CO 1 : Explain significance of international business.
- CO 2 : Restate role of balance of payments.
- CO 3 : Articulate foreign exchange market mechanisms.
- CO 4 : Extend the role of Multinational corporations.
- CO 5 : Review the problems of international liquidity.

UNIT-I

International Business: Significance, Free Trade vs. Protection. Emerging Trends, Trade Barriers Trade Strategies.

UNIT-II

Balance of Payments: Concept, Disequilibrium in BOP, Structural Cyclical and Monetary Disequilibrium, Methods of Correction; 1990 BOP Crisis.

UNIT-III

Foreign Exchange Markets: Foreign Exchange Market Mechanism; Exchange Rate Determination, Convertibility of Rupee and its Implications.

UNIT-IV

Globalization: Role of Multinational Corporations – Impact on India – Role of GDRs, FIIs - Export Promotion Zones – Special Economic Zones.

UNIT-V

International Liquidity: Problems of Liquidity; Role of IMF and IBRD in Managing International Liquidity Problems.

Reference Books:

1. Crinkota, Ronkainen and Moffett, International Business, Cengage, New Delhi.
2. Andrew Harrison – International Business, Oxford University Press.
3. E. Bhattacharya: International Business, Excel Publications.
4. Francis Cherunilam, International Business: Text and Cases, Prentice Hall of India.
5. Sundaram & Black, International Business Environment – The Text and Cases, Prentice Hall of India.

VI Semester	STRATEGIC MANAGEMENT	4	100
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Course Objectives:

- COB 1: To familiarize with the Corporate, Business and Functional Strategies.
- COB 2: To facilitate in understanding methods and tools which are used in the strategy formulation and implementation processes.
- COB 3: To help in understanding and identify the business situations in which they can be applied most effectively.

Course Outcomes:

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

- CO 1 : Determine the meaning of Vision and Mission statements of organizations.
- CO 2 : Outline environmental scanning process, strategic leadership and strategic analysis and choice.
- CO 3 : Correlate strategy formulation with developments in markets.
- CO 4 : Determine the factors necessary for strategy implementation.
- CO 5 : Focus on qualitative and quantitative measures used in strategic control.

UNIT-I

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

UNIT-II

Environmental Scanning: Industry and Competitive Analysis -Evaluating company resources and competitive capabilities – SWOT Analysis – Strategies and competitive advantages in diversified companies and its evaluation. Tools and techniques- Porter's Five Force Model, BCG Matrix, GE Model.

UNIT-III

Strategy Formulation: Strategy Framework For Analyzing Competition, Porter’s Value Chain Analysis, Competitive Advantage of a Firm, Exit and Entry Barriers - Formulation of strategy at corporate, business and functional levels. Types of Strategies

UNIT-IV

Strategy Implementation: Strategy and Structure, Strategy and Leadership, Strategy and culture connection - Operationalizing and institutionalizing strategy- Organizational Values and Their Impact on Strategy – Resource Allocation – Planning systems for implementation.

UNIT-V

Strategy Evaluation and control – Establishing strategic controls - Measuring performance – appropriate measures- Role of the strategist – using qualitative and quantitative benchmarking to evaluate performance - strategic information systems – problems in measuring performance – Strategic surveillance -strategic audit

Reference Books:

1. Vijaya Kumar P, Hitt A: Strategic Management, Cengage learning, New Delhi, 2010.
2. Kazmi: Strategic Management and Business Policy, Tata McGraw Hill, 2009.
3. R.Srinivasn: Strategic Management, PHI Learning, New Delhi, 2009.
4. Adrian Haberberg & Alison: Strategic Management, Oxford University Press, New Delhi, 2009.
5. P.Subba Rao: Business Policy and Strategic Management, Himalaya Publishing House, New Delhi, 2010.

VI Semester	DECISION SUPPORT SYSTEMS	4	100
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Course Objectives:

- COB 1: To familiarize with the role of MIS and its role in organizations.
- COB 2: To help in understanding deterministic models and applications of DSS.
- COB 3: To acquaint with the latest developments in DSS.

Course Outcomes:

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

- CO 1: Determine the role of MIS in organization.
- CO 2: Judge the models required to cope with uncertainty.
- CO 3: Articulate the applications of DSS.
- CO 4: Restate Non-Optimizing models.
- CO 5: Construct a DSS checking its technical feasibility and financial viability.

UNIT-I

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

UNIT-II

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

UNIT-III

Application of DSS: Some Functional Areas of Management Like Finance, Marketing, Production Planning and Control Etc.

UNIT-IV

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

UNIT-V

Application of DSS: Technical Feasibility and Financial Viability of DSS. Advantages and Limitations of DSS –Contemporary practices.

Reference Books:

1. V.S. Janaki Raman: Decision Support System, PHI Learning, NewDelhi,2009.
2. Mallah: Decision Support and Data Warehouse Systems, TMH New Delhi,2002.
3. Turbon: DSS and Intelligent Systems, Pearson Education, 2010.
4. George M.Marakas: "Decision Support Systems in the 21st Century",2/e, Pearson Education, New Delhi, 2008.

VII Semester	KNOWLEDGE MANAGEMENT	4	100
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Course Objectives:

- COB 1: To familiarize with the knowledge management aspects.
- COB 2: To facilitate in understanding knowledge management systems and tools used in organizations.
- COB 3: To help in understanding and identifying the impact of technology on knowledge management.
- COB 4: Understand the pillars of knowledge management.

Course Outcomes:

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

- CO 1 : Determine the meaning of knowledge management and its significance.
- CO 2 : Outline essentials of knowledge management.
- CO 3 : Correlate drivers in knowledge management.
- CO 4 : Determine knowledge management systems and tools.
- CO 5 : Focus on technologies and knowledge management.

UNIT- I:

Introduction to Knowledge Management -Definition- Scope and Significance Knowledge Management – Techniques and difficulties in Knowledge Management - Implementation of Knowledge Management-Knowledge Management and Knowledge Sharing – Knowledge Dynamics – Principles of Knowledge Management.

UNIT- II:

Essentials of Knowledge Management – Data- information- knowledge – Basic types of Knowledge – Knowledge Capital – classification of organizational Knowledge and Knowledge life cycle- organizational Knowledge processes – conversion of Knowledge Organizational Knowledge Management – Technology Enablers.

UNIT- III:

Drivers of Knowledge Management – Pillars of Knowledge Management - Knowledge based products – Inventory Management – Supply Chain Planning – Seven layers of Knowledge Management – Success factors of Knowledge Management Implementation.

UNIT- IV:

Knowledge Management Systems and Tools- Knowledge Mapping Techniques – Core issues of implementation – Methodology of implementation and Acquisition Tools- Knowledge Indexing and Processing – Knowledge analysis on-line Analytical Processing.

UNIT-V:

Technologies and Knowledge Management – Information Technology and Knowledge Management – E-Commerce and KM – Total Quality Management and KM – Benchmarking - Customer Relationship and Knowledge Management – Measuring Knowledge Management.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References Books:

1. RL Nandeshwar, Bala Krishna: Change and Knowledge Management, Excel Books, New Delhi.
2. Irma Becerra, Fernandez: Knowledge Management, Pearson Education, New Delhi, 2009.
3. Sudhir Warier E: Knowledge Management Vikas Publishing House Private Limited, Hyderabad, 2009.
4. Daryl Morey: Knowledge Management, University Press, New Delhi, 2009.
5. B. Rathan Reddy: Knowledge Management, Himalaya Publication, 2007.

VII Semester	STRATEGIC COST MANAGEMENT	4	100
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Course Objectives:

- COB 1: To help in understanding the basic concepts of strategic cost management.
- COB 2: To help in analyzing different cost management techniques.
- COB 3: To help in understanding quality cost management.

Course Outcomes:

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

- CO 1 : Describe the meaning and concept of cost management.
- CO 2 : Explain the concepts of strategic cost audit.
- CO 3 : Distinguish between Life Cycle Cost Management and Product life Costing-Activities.
- CO 4 : Compare and contrast Activity-Based and Strategic Based Responsibility Accounting.
- CO 5 : Research on Quality Cost Management.

UNIT- I:

Cost Management: Introduction-Factors affecting cost Management-Strategic Cost Analysis-Cross Functional perspective of Cost Management-International issues in Cost Management-Levels of Involvement in International Trade-Foreign Currency Exchange-Managing Transaction risk, Economic Risk, Translation risk-Decentralization-Creation of Divisions-Role of Cost and Management Accountant.

UNIT-II:

Strategic Cost Audit: Management Audit – Structure – Objectives – Generally accepted Cost Accounting Principles – Cost Reporting.

UNIT-III:

Strategic Cost Management: Concepts-Strategic Positioning-key to Creating and Sustaining a Competitive Advantage, Value Chain Framework, linkages and Activities-organizational activities and Cost Drivers-Life Cycle Cost Management-Product life Costing-Activities-Project life cycle.

UNIT-IV:

Balanced Score-Card: Definition, Activity-Based V/s Strategic Based Responsibility Accounting-Assigning Responsibility-Balanced Score Card-Basic Concepts-Strategy Translation-Linking measures to strategy-Strategic Alignment.

UNIT-V:

Quality Cost Management: Meaning, Definition, Quality Cost Measurement-Reporting
Quality Costs-Quality cost information and Decision Making-Controlling Quality Costs-
Environmental costs: Definition, Measuring and Controlling environmental costs
Relevant cases have to be discussed in each unit and in examination case is compulsory
from any unit.

References Books:

1. Don R. Hansen, Maryanne M. Mowen (2005): Cost Management: Accounting and Control (4th Edt). International Student Edition. Thomson South-Western.
2. Ravi M. Kishore, (1997): Advanced Management Accounting. Taxmann Allied Services (P) Ltd.
3. John K. Shank, Vijay Govindaraja, Strategic Cost Management. The Free Press Publication.
4. Dr.Pradip Kumar Sinha: Strategic Cost Management: Nirali Prakashan Publication.

VII Semester	HUMAN RESOURCE PLANNING	4	100
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Course Objectives:

- COB 1: To acquaint students with a broad perspective on themes and issues of Human Resource Planning.
- COB 2: To familiarize the student with relevance and application of Human Resource Planning practices in the Indian perspective.
- COB 3: To familiarize students with basics of training and development activities.

Course Outcomes:

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

- CO 1 : Cite evolution and emerging trends of HRP.
- CO 2 : Critically analyze HRP concepts.
- CO 3 : List Quantitative Tools for Manpower forecasts.
- CO 4 : Evaluate Recruitment, Selection and Induction Process.
- CO 5 : Interpret Training and Performance Appraisals.

UNIT-I:

Introduction – History of HRM – HRM as a system – HRM Techniques – Roles duties and responsibilities of HR Managers – HR Organizational Structure- HR Policies and Strategies.

UNIT-II:

Human Resource Planning – Definition of HRP – Responsibilities of HR Department- Objectives of HRP- Man Power Demand Forecasting – Micro and Macro Human Resource Planning- Macro Level Manpower Planning Models and Techniques- Learning Curves – Labor Economics and Labor Markets.

UNIT-III:

Human Resource Planning Process – HRP Process outline – Quantitative Tools for Manpower forecasts – Manpower Planning Models- Simulation – Replacement Theory – Productive Statistics in Micro Level HRP.

UNIT-IV:

Recruitment Selection and Induction – Recruitment Function – Selection Process – Interviews- Recruitment Matrics – Induction – Employee Socialization – Placement – Career Planning and Development – Objectives of Career Development – Integration of Career Development – Steps in the Career Planning Process.

UNIT-V:

Training and Performance Appraisal – Classification of Training Programmes – Need for Manpower Training – Sequence of Training Programme – Performance Appraisal – Performance Counseling, Management, Mentoring and Performance Metrics – Introduction to Human Resource Accounting and Audit.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References Books:

1. Human Resource Planning by Dipak Kumar Bhattacharyya – Ecel Books.
2. Strategic HRM by Mabey and Salama.
3. Development Human Resources by Mabey and Thompson.
4. Human Resource Information System: Development and Application by Kavanagh M.J.

VII Semester	SECURITY ANALYSIS	4	100
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Course Objectives:

- COB 1: To make students aware of the various Securities.
- COB 2: To understand various Investment alternatives.
- COB 3: To understand the Equity and Bond valuation models.
- COB 4: To help the student in analyzing the investment decisions by using Fundamental Analysis and Technical Analysis.
- COB 5: To understand the Portfolio Analysis and Selection by using various models.
- COB 6: To understand Industry Analysis.

Course Outcomes:

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

- CO 1 : Identify various concepts of Security Analysis.
- CO 2 : Explain the process of Investment alternatives and Stock Exchange operations.
- CO 3 : Determine risks and returns of securities.
- CO 4 : Analyze the importance of investment decisions by using Fundamental and Technical Analysis.
- CO 5 : Analyze various Industries.

UNIT-I:

Concept of Investment Decisions: Investment Vs Speculation, Investment alternatives - Investment Process - Sources of Investment Information – Trading System in Stock Exchanges – Market Indices. Calculation of SENSEX and NIFTY - Return and Risk – Meaning and Measurement of Security Returns. Meaning and Types of Security Risks: Systematic Vs Non-systematic Risk - Measurement of Risk. (Problems)

UNIT-II:

Alternative Investment Outlets – Preference Shares and Equity Shares Earning valuation- Cash flow valuation-Asset Valuation-Dividend-discount model; Valuation of Bonds – Bond Returns and Risks -Bond Pricing Theorems convexity, duration, bond immunization. (Problems)

UNIT-III:

Investment Analysis: Fundamental Analysis – Economy, Industry and Company Analysis, Technical Analysis – Dow Theory – Elliot Wave Theory – Trends and Trend Reversals - Efficient Market Theory –Hypothesis- Forms of Market Efficiency.

UNIT-IV:

Risk and Returns Security Analysis: Economic Analysis – Security Analysis and Investment Decisions – Fundamental Analysis of Economy Industry – Investment Making Process – Economic Forecasting – Barometric or Indian Approach – Money and Stock Prices-Diffusion Index.

UNIT-V:

Industry Analysis – Importance of Industry Analysis – Classification of Industries – Key Indicators in Analysis – Analytical Frame Works – Forecasting Methods – Conditional and Profitability – Industry Analysis Factors.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References Books:

1. Sudhindra Bhat. “Security Analysis and Portfolio Management”, Excel Books, New Delhi 2015.
2. S. Kevin: “Security Analysis and Portfolio Management”, PHI Learning, New Delhi, 2009.
3. Punithavathy Pandian: “Security Analysis and Portfolio Management”, Vikas Publishing House, New Delhi, 2009.
4. Sudhendra Bhat: “Security Analysis and Portfolio Management”, Excel Books, New Delhi, 2009.
5. Shashi K Gupta: “Security Analysis and Portfolio Management”, Kalyani Publishers, New Delhi, 2010.
6. Prasanna Chandra, “Investment Analysis and Portfolio Management”, 3/e Tata McGraw-Hill Publishing Co. Ltd. New Delhi, 2003.
7. Ranganatham: “Investment Analysis and Portfolio Management” Pearson Education.

VII Semester	CONSUMER BEHAVIOR	4	100
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Course Objectives:

- COB 1: To develop an understanding on consumer behavior, characteristics, purchase-decision making process, customer relations and its application to marketing strategy.
- COB 2: To develop an understanding of peoples' consumption-related behaviors and to develop and evaluate marketing strategies intended to influence those behaviors.
- COB 3: To enlighten the students with the concepts and Practical applications of consumer behavior and consumerism
- COB 4: To equip them with the tools and techniques of economic analysis for improving their decision-making skills.

Course Outcomes:

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

- CO 1 : Understand the concept of Consumer Behavior.
- CO 2 : Understand the concept of perception, motivation, and personality in organizational context.
- CO 3 : Articulate consumerism and consumer protection Act 1986.
- CO 4 : Appraise the importance of communication with consumer behavior.

UNIT-I:

Introduction to Consumer Behavior: Understanding consumers and market segments. Evolution of consumer behaviour, consumer analysis and business strategy. Models of Buyer Behavior, Howard Model, Howard- Sheth Model, EKB Model, Webster and Wind Model and Sheth Industrial Buyer Behaviour Model.

UNIT- II:

Psychological Foundations of Consumer Behavior: Consumer Motivation, Perception, Personality and Behavior, Learning and Behavior Modification, Information Processing, Memory Organization and Function, Attitude Formation and Attitude Change. Social and Cultural Environment Economic, Demographic, Cross Cultural and Socio-Cultural Influences, Social Stratification, Reference Groups and Family, Personal influence.

UNIT- III:

Communication and Consumer Behavior: Components of communications process, designing persuasive communication and Diffusion of Innovations. Consumer Decision Processes High and Low Involvement, Pre-purchase Processes, Post Purchase processes, Consumption and evaluation, Brand Loyalty and Repeat Purchase Behavior.

UNIT-IV:

Consumerism: The roots of consumerism, consumer safety, consumer information, environmental concerns, consumer privacy, legislative responses to consumerism and marketer responses to consumer issues.

UNIT- V:

Consumer Protection: Consumer Protection Act 1986, Central consumer protection council, state consumer protection councils, consumer disputes redressal agencies, consumer disputes redressal forum, National Consumer Disputes Redressal Commission.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References Books:

1. Ramneek Kapoor, Nnamdi O Madichie: "Consumer Behavior" Text and Cases", TMH, New Delhi, 2012.
2. Ramanuj Majumdar: "Consumer Behavior insight from Indian Market", PHI Learning, New Delhi, 2011
3. M.S.Raju: "Consumer Behavior Concepts, applications and Cases", Vikas Publishing House, New Delhi, 2013.
4. David L Loudon and Albert J Della Bitta, "Consumer Behavior" 4/e, TMH, New Delhi, 2002.
5. Schiffman, L.G and Kanuk L.L "Consumer Behavior", 8/e, Pearson Education, New Delhi, 2003.

VII Semester	E-BUSINESS (ELECTIVE I-SYSTEMS)	4	100
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Course Objectives:

- COB 1: To make the students aware of E-Business concepts.
- COB 2: To equip with the tools and techniques used in E-Business ventures.

Course Outcomes:

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

- CO 1 : Describe the meaning and concept of E-Business.
- CO 2 : Explain the E-Business models.
- CO 3 : Distinguish building an E-Business and normal business venture.
- CO 4 : Compare and contrast Internet marketing environment.
- CO 5 : Research on legal and ethical issues in internet marketing.

UNIT-I:

Introduction to E-Business: Transitioning to the Web – E-Business and E-Commerce overview History of Internet and World Wide Web – Web development Internet and World Wide Web Resources. A Framework for understanding E-Business.

UNIT-II:

E-Business Models: Storefront Models, Auction Model, Portal Model and Dynamic-Pricing Models. B2B E-Commerce and EDI. Understanding Online Communication and Behavior. Creating the Marketing Mix – Organizational and Managerial Issues. Implementation and Control of the E-Business Plan.

UNIT-III:

Building an E-Business: Design and Development and Management – E-Business Solutions - Online Monetary Transactions. e-Wallets – Digital Currency and Alternate Consumer Payment Options. Smart Cards, e-Billing developing payment standards.

UNIT-IV:

Internet Marketing: Branding, Promotions, E-Business Advertising – E-Customer Relationship Management – Tracking and Analyzing data, Personalization – Contact Centers Complete e-CRM Solutions.

UNIT-V:

Legal and Ethical Issues: Privacy and confidentiality on the Internet Other Legal areas like Defamation IPR and Patents, Trademark Unsolicited Commercial e-Mail (Spam) Online Contracts and User Agreements. Cyber Crime – Internet Taxation Issues.
Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References Books:

1. Hanson: "E-Commerce and Internet Marketing", Cengage Learning, New Delhi, 2013
2. Harvey M. Deitel, Paul J. Deitel, Kate Steinbuhler: "E-Business and E-Commerce" for Managers, Pearson Publication.
3. David Whiteley: "E-Commerce- Strategy Technologies and Applications" Tata Mac-Graw Hill, New Delhi, 2000.
4. C.S.V.Murthy: "E-Commerce–Concepts, Models & Strategies" Himalaya Publishing house, Mumbai, 2003.
5. Kamalesh K Bajaj & Debjani Nag: "E-Commerce", the Cutting Edge of Business- Tata McGraw- Hill, New Delhi, 2002.
6. Bharat Bhaskar: "Electronic Commerce", Tata Mc-Graw-Hill, New Delhi, 2003.

VII Semester	LEADERSHIP MANAGEMENT (ELECTIVE II-HR)	4	100
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Course Objectives:

- COB 1: To develop good understanding of leadership importance in today's businesses.
- COB 2: To enable in developing leadership abilities.
- COB 3: To develop knowledge about evaluation of leadership abilities.
- COB 4: To enhance self-awareness and self-development attitude in students.

Course Outcomes:

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

- CO 1 : Determine the meaning of Leadership and its importance.
- CO 2 : Outline motivational theories and cultural dimensions
- CO 3 : Correlate leadership with learning and attitude.
- CO 4 : Determine the factors necessary developing leadership.
- CO 5 : Focus on leadership styles in other countries.

UNIT-I:

Situational Leadership Behaviour: Meaning, Fiedler Contingency Model, Path Goal and Normative Models - Emerging Leadership Behaviour: Transformational, Transactional and Visionary Leadership - Leadership for the new Millennium Organisations - Leadership in Indian Organisations. Leadership Effectiveness: Meaning, Reddins' 3-D Model, Hersey and Blanchard Situational Model, Driving Leadership Effectiveness, Leadership for Organisational Building.

UNIT-II:

Motivation Theories for Leadership: Maslow's, Herzberg, X, Y and Z theories of Motivation - Similarities and Distinctions of Need Hierarchy and Two Factors theories. ERG – McClelland - Expectancy - Porter and Lawler Theories. - Emerging Challenges in Motivating Employees. Organisational Culture: Meaning, Definitions, Significance, Dimensions, Managing Organisational Culture, Changing organizational Cultural. Organisational Building: Approaches, Quality of Work Life. Cross Cultural Values, Developing Value Orientation in Behaviour for change.

UNIT-III:

Leadership development: Significance – Continuous Learning: Principles of learning to develop effective leadership – Vision and Goals for organisation: significance of goals for leaders – Charting vision and goals of Indian leaders and abroad - Tools for developing dreams for effective leadership dreams – Leaders vision in organisation building – Leadership Attitude: significance– Developing and Maintaining positive attitude for effective leading.

UNIT-IV:

Leader Self-management: Significance - Developing self-esteem and balancing emotions – Interpersonal Leadership Skills: Praise – Criticise – Communicate – Leadership Assertiveness: Circle of influence and circle of concern – Leadership with Edification: Tools of edification – Leadership and creativity: Developing creative thinking – Leadership and Team Building: Principles of team building – Leadership and Integrity: Developing character and values.

UNIT-V:

Leadership across Globe: Characteristics - Significance – Functions – GLOBE research program of Wharton School – challenges of leadership in varying culture and values – Global perspectives of leadership – Leadership in USA – Leadership in Japan – European leadership – Leadership in Arab countries – Implications of global leadership – Leadership and Corporate Social Responsibility across globe.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books:

1. Sarma V S Veluri (2009), Organisational Behaviour - An Interactive Learning Approach (Text and Cases), Mumbai, Jaico Publishing House.
2. Hellriegel Don, Jackson and Slocum W John (2008), Management – A Competency Based Approach, New Delhi, Cengage Learning India Private Limited.
3. Peter G. Northouse, Leadership, 2010, Sage.
4. Peter Lorange, Thought leadership Meets Business, 1st edition, 2009, Cambridge.
5. John ADAIR, Inspiring Leadership, 2008, Viva Books.
6. Lussir, Effective Leadership, 2009, Cengage.
7. Srivastava, Transformation Leadership, 2008, Macmillan.
8. Aravind V Pathak, Rabi S Bhagat, Roger J Kashlak, International Management, New Delhi, Tata McGraw Hill.

VII Semester	BANKING AND INSURANCE MANAGEMENT (ELECTIVE II- FINANCE)	4	100
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Course Objectives:

- COB 1: To develop good understanding of leadership importance in today's businesses.
- COB 2: To enable in developing leadership abilities.
- COB 3: To develop knowledge about evaluation of leadership abilities.
- COB 4: To enhance self-awareness and self-development attitude in students.

Course Outcomes:

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

- CO 1 : Determine the meaning of Leadership and its importance.
- CO 2 : Outline motivational theories and cultural dimensions
- CO 3 : Correlate leadership with learning and attitude.
- CO 4 : Determine the factors necessary developing leadership.
- CO 5 : Focus on leadership styles in other countries.

UNIT-I:

Introduction to Banking: Introduction to Indian Financial System - Meaning of a Bank and Customer- Bank and customer Relationship - Role of commercial banks in Economic Development - Evolution of Banking in India - Financial Inclusion in India Financial statement analysis of banks: CAMEL Approach, Key Performance indicators- Sources of Bank Funds.

UNIT-II:

Uses of Bank Funds: Types of lending - assessment of credit worthiness of a prospective borrower - management of credit process - different types of loans and their features - The basic model, pricing fixed & floating rate loans, cost-benefit loan pricing, Customer Profitability Analysis - Non Performing Assets: - gross and net concept of NPAs, causes, implications & recovery of NPAs.

UNIT-III:

Banking Innovations:-Core Banking Solution - Retail Banking - Products & Services: Nature, Scope, Future and Strategies - Plastic Money - National Electronic Funds Transfer - ATM - Mobile Phone Banking - Net Banking- Banc-assurance. Changing role of Banks as Financial Intermediaries. Customer service quality in Indian banking industry.

UNIT-IV:

Introduction to Insurance: Insurance as a Risk Management Tool- Principles of Insurance - Characteristics of Insurance contract -Underwriting, Rate Making, Managing Claims and Losses, Investment & Financing, Accounting & Record Keeping and other miscellaneous functions - Concept of Reinsurance, Marketing

channels: Agents & brokers –professionalism, remuneration, responsibilities.

UNIT-V:

Life Insurance and General Insurance: The concept of Life Insurance - types of Life Insurance contracts - Tax treatment of Life Insurance- Life Insurance Products- Classification of Life Insurance - The Actuarial Science- Provisions of Life Insurance contracts - Special Life Insurance forms - Health and General insurance–Overview, Types, Third Party Administrators.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References Books:

1. Peter.S.Rose & Sylvia. C. Hudgins: “Bank Management & Financial Services”, Tata McGraw Hill New Delhi, 2010.
2. James S. Trieschmann, Robert E. Hoyt & David. W. Sommer B: “Risk Management & Insurance”, Cengage Learning, New Delhi.
3. Reddy K S and Rao R N: “Banking & Insurance”, Paramount Publishing House 2013.
4. Vasant Desai: “Banks & Institutional Management”, Himalaya Publishing House 2010.
5. R.K.Sharma, Shashi and Jagwant: “Banking and Insurance”, Kalyani Publishers, 16th edition.

VII Semester	BEHAVIOURAL FINANCE	4	100
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Objective: To help students appreciate the limitations of ‘rational’ models of investment decision making; To introduce students to an alternate framework for understanding price discovery in the markets; and to help students identify persistent or systematic behavioral factors that influence investment behavior

Unit – I

Introduction to Behavioral finance – Nature, scope, objectives and application; Investment Decision Cycle: Judgment under Uncertainty :Cognitive information perception - Peculiarities (biases) of quantitative and numerical information perception - Weber law -Subjective probability – Representativeness – Anchoring - Asymmetric perception of gains and losses framing and other behavioral effects - Exponential discounting - Human economic behavior - Discount factors for short and long horizons - Experimental measurement of the discount factor - Hyperbolic discounting.

Unit – II

Utility/ Preference Functions: Expected Utility Theory [EUT] and Rational Thought: Decision making under risk and uncertainty - Expected utility as a basis for decision-making – Theories based on Expected Utility Concept – Decisionmaking in historical prospective - Allais and Elsbeg’s Paradoxes - Rationality from an economics and evolutionary prospective – Herbert Simon and bounded rationality- Investor rationality and market efficiency - Empirical data that questions market efficiency.

Unit –III

Behavioral Factors and Financial Markets: The Efficient Markets Hypothesis – Fundamental Information and Financial Markets - Information available for Market Participants and Market Efficiency -Market Predictability –The Concept of limits of Arbitrage Model - Asset management and behavioral factors - Active Portfolio Management: return statistics and sources of systematic underperformance. - Fundamental information and technical analysis – the case for psychological influence.

Unit – IV

Behavioral Corporate Finance: Behavioral factors and Corporate Decisions on Capital Structure and Dividend Policy - Capital Structure dependence on Market Timing - Mergers and Acquisitions. Systematic approach to using behavioral factors in corporate decisionmaking. External Factors and Investor Behavior: Mechanisms of the External Factor influence on risk perception and attitudes - Connection to human psychophysiology and emotional regulation Active portfolio management – the source of the systematic underperformance.

Unit – V

Emotions and Decision – Making: Experimental measurement of risk-related - Measuring Risk - Emotional mechanisms in modulating risk-taking attitude - Neurophysiology of risktaking. Personality traits and risk attitudes in different domains.

References:

1. Behavioral Finance: Psychology, Decision-Making, and Markets", by Ackert and Deaves.— The Psychology of Investing by John R.
2. Understanding Behavioral Finance by Ackert— Nofsinger, Pearson Prentice Hall, (4th Edition)
3. What Investors Really Want - Learn the lessons of behavioral Finance, Meir Statman,— McGraw-Hill
4. Handbook of Behavioral Finance – Brian R. Bruce
5. Behavioral finance - Wiley Finance - Joachim Goldberg, Rüdiger von Nitzsch
6. Plous, Scott, 1993, The Psychology of Judgment and Decision Making, Ch 10-15
7. Shleifer, Andrei, 2000, Are Financial Markets Efficient?, Chapter 1 in Inefficient
8. Markets, Oxford University Press. Ackert, L., and R. Deaves, 2010, Behavioral Finance: Psychology, Decision-Making and
9. Markets, South-Western Cengage Learning, Mason, Ohio. Nofsinger, J. R., 2001, Investment Madness, Prentice Hall.
10. Mitchell, O. S., and S. P. Utkus, eds., 2004. Pension Design and Structure: New Lessons
11. from Behavioral Finance (Oxford University Press, New York, New York). Shleifer, Andrei (2000): Inefficient Markets: An Introduction to Behavioral
12. Finance, Oxford University Press, Oxford. Montier, James (2002): Behavioural Finance, John Wiley & Sons, New York.
13. Plous, S. (1993). The psychology of judgment and decision-making NY: McGrawHill.

VII Semester	RURAL MARKETING (ELECTIVE II- MARKETING)	4	100
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Course Objectives:

- COB 1: To develop an understanding on Rural marketing
- COB 2: To develop an understanding on Agricultural Marketing
- COB 3: To enlighten the students with the defects in Agricultural Marketing

Course Outcomes:

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

- CO 1 : Understand the concept of Rural Marketing.
- CO 2 : Understand the concept of Agricultural Marketing.
- CO 3 : Articulate the defects in Agricultural Marketing.
- CO 4 : Appraise the importance of Rural Consumer Behaviour and Innovations.

UNIT - I:

Introduction to Rural Marketing: Meaning and definition - stages in development of rural markets - characteristics of rural markets - differences between urban and rural markets - rural marketing environment- problems and challenges of rural markets.

UNIT - II:

Agricultural Marketing-I: Marketing of agricultural inputs - Features - seeds - fertilizers - pesticides - tractors - challenges and opportunities - An overview of Indian agrochemical market. Marketing of agriculture products- definition and scope - features of agricultural products - classification of agricultural markets-methods of sale- Channels of distribution.

UNIT - III:

Agricultural Marketing –II: Defects in agricultural marketing - Steps to improve agricultural marketing - Role of middleman in agricultural marketing Aims, Objectives, Role and functioning of different agricultural marketing agencies and institutions - Regulated markets, Cooperative marketing institutions, Periodic markets, Rural retail outlets - NAFED, MARKFED, APEDA.

UNIT - IV:

Rural Marketing Mix: Strategies of Rural product- strategies and brand management - Rural pricing strategies - Rural distribution strategies - Rural promotional strategies.

UNIT - V:

Rural Consumer Behaviour and Innovations: Rural consumer Behaviour - Types and characteristics of rural consumers - Factors influencing rural consumer behaviour - Shopping habits of rural consumers - Opinion leaders. Rural marketing initiatives by corporate sector - corporate sector in agri-business - cultivation, processing and retailing. Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References Books:

1. Balram Dogra and Karminder Ghuman: Rural Marketing - Concepts and Practices, Tata McGraw Hill.
2. CNG Krishnama charyulu and Lalitha Ramakrishnan: Rural Marketing - Text and Casesd, Pearson Edn.
3. RV Badi and NV Badi : Rural Marketing : Himalaya
3. R Krishna Murthy: Introduction to Rural Marketing: Himalaya
4. CK Prahlad: The Future of the Bottom of the Pyramid: Pearson Edn.

VII Semester	RETAIL MANAGEMENT	4	100
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Course Objective:

Objective of retail management is creating and developing services and products that meet the specific needs of customers and offering these products at competitive, reasonable prices that will still yield profits.

Unit – I

Introduction to Retailing: Introduction, Meaning of Retailing, Economic Significance of Retailing, Retailing Management Decision Process, Product Retailing vs. Service Retailing, Retailing Marketing Environment: Elements in a Retail Marketing Environment, Environmental Issues, , Indian vs. Global Scenario

Unit – II

The Retail Marketing Segmentation: Introduction, Importance of Market, Segmentation in Retail, Targeted Marketing Efforts, Criteria for Effective Segmentation, Dimensions of Segmentation, Positioning Decisions , Limitations of Market Segmentation
 Store Location and Layout: Introduction, Types of Retail Stores Location, Factors Affecting Retail Location Decisions, Country/Region Analysis, Trade Area Analysis, Site Evaluation, Site Selection, Location Based Retail Strategies

Unit – III

Store Location and Layout: Introduction, Target Market and Retail Format, Gauging Growth Opportunities, Building a Sustainable Competitive Advantage, the Strategic Retail Planning Process, Differentiation Strategies, Positioning Decisions,

Retail Pricing- Introduction, Establishing Pricing Policies, Factors Influencing Pricing, Pricing Strategies, Psychological pricing, Mark-up and Mark-down Pricing

Unit – IV

Customer Relationship Management in Retailing-Introduction, Benefits of Relationship Marketing, Management of Relationship, Principles of CRM, Customer Relationship Management Strategies, Components of CRM, Customer Service in Retailing, CRM and Loyalty Program

Understanding Integrated Marketing Communication, - Integrated marketing process, Tools of IMC, Upcoming tools of IMC, Factors influencing the Increased use of sales promotion

Unit – V

International Retailing- Introduction, Stages in Retail Global Evolution, Reasons for Going Global, Benefits of Going Global, Other Opportunities and Benefits of Going Global, Market Entry Methods

Suggested References:

1. Sheikh and Kaneez Fatima, “Retail Management”, Himalaya Publishing House, Mumbai, 2012
2. A.J. Lamba:”The Art of Retailing”, Tata McGraw Hill Education Pvt. Ltd. N. Delhi.2011

Sivakumar, A, “Retail Marketing”, Excel Books, New Delhi, 2007

Swapna Pradhan, “Retail management”, Tata McGraw Hill Education Pvt. Ltd. New Delhi, 2012

VII Semester	COMPENSATION AND REWARD MANAGEMENT (ELECTIVE III-HR)	4	100
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Course Objectives:

- COB 1: To make the students aware of the various compensation systems.
- COB 2: To equip them with the tools and techniques used for analyzing compensation structures.

Course Outcomes:

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

- CO 1 : Describe the meaning and concept of compensation management.
- CO 2 : Explain the concepts of job evaluation.
- CO 3 : Distinguish the concepts of wage and salary.
- CO 4 : Compare and contrast the practical applications of control systems for labor costs.
- CO 5 : Research pay structures and tax planning in Indian context.

UNIT-I:

Compensation: concept and definition – objectives and dimensions of compensation program – factors influencing compensation –Role of compensation and Reward in Modern organizations-Compensation as a Retention strategy- aligning compensation strategy with business strategy – concept of reward - non-financial compensation system-Reward management process - Managing Compensation: Designing a compensation system – internal and external equity– pay determinants - frame work of compensation policy - influence of pay on employee attitude and behavior - the new trends in compensation management at national and international level.

UNIT-II:

Job evaluation and Compensation Structure: Introduction to Principles and Procedures of job evaluation programs-Introduction to basic job evaluation methods-Compensation Structure-History and past practices, elements of, management compensation –Types of compensation system, Role of compensation and Reward in modern organizations-compensation surveys-Incentive payments and its objectives.

UNIT-III:

Wage and Salary administration: Nature and Purpose, Wage surveys-Administration of wage and salary-Principles-Components of wages-Theory of wages-Wage differentials-Importance-Wage differentials in India-Executive compensation plans-Legal frame work for wage and salary administration.

UNIT-IV:

Control Systems for labour costs: Introduction-Direct and Indirect labour, Role of various departments-The personnel department-Industrial engineering department-Types of worker-Payroll department-Process and steps for preparation of payroll-Wage analysis-Cost accounting treatment of wages components-Compensation surveys-Profit sharing.

UNIT-V:

Pay Structure and Tax Planning: Introduction- Compensation Structures-Performance based and Pay based structures-Designing pay structures-comparison in evaluation of different types of pay structures-Significance of factors affecting-Tax Planning –Concept of Tax planning-Role of tax planning in compensation benefits-Tax efficient compensation package-Fixation of tax liability salary restructuring.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References Books:

1. Dr. Kanchan Bhatia “Compensation Management”, Himalaya Publishing House, New Delhi 2012.
2. A.M.Sarma, N.Sambasiva Rao: “Compensation and Performance management”, Himalaya Publishing House, Mumbai.
3. Dewakar Goel: “Performance Appraisal and Compensation Management”, PHI Learning, New Delhi, 2012.
4. ER Soni Shyan Singh ‘Compensation Management’ – Excel Books, New Delhi – 2008.
5. Mousumi S Bhattacharya Nilanjan Sengupta, “Compensation Management” – Excel Books, New Delhi – 2009.
6. Tapomoy Deb “Compensation Management” – Excel Books, New Delhi – 2009.

VII Semester	INTERNET OF THINGS	4	100
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OBJECTIVES:

- Identify problems that are amenable to solution by AI methods, and which AI methods may be suited to solving a given problem.
- Formalize a given problem in the language/framework of different AI methods (e.g., as a search problem, as a constraint satisfaction problem, as a planning problem, as a Markov decision process, etc).
- Implement basic AI algorithms (e.g., standard search algorithms or dynamic programming).
- Design and carry out an empirical evaluation of different algorithms on problem formalization, and state the conclusions that the evaluation supports.

UNIT- I

Introduction to Internet of Things, Definition & Characteristics of IoT, Physical Design of IoT Logical Design of IoT, IoT Enabling Technologies, IoT Levels & Deployment Templates Domain Specific IoTs: Home, Cities, Environment, Energy systems, Logistics, Agriculture, Health & Lifestyle

UNIT- II

IOT & M2M: Introduction, M2M, Difference between IoT and M2M, SDN and NFV for IoT, 1 Need for IoT Systems Management , Simple Network Management Protocol (SNMP) , Limitations of SNMP, Network Operator Requirements, NETCONF, YANG, IoT Systems Management with NETCONF-YANG, NETOPEER

UNIT- III

IoT Platforms Design Methodology IoT Design Methodology, Case Study on IoT System for Weather Monitoring , Motivation for Using Python , IoT Systems - Logical Design using Python ,Installing Python , Python Data Types & Data Structures ,Control Flow , Functions, Modules, Packages , File Handling I, Date/Time Operations , Classes ,Python Packages of Interest for IoT

UNIT -IV

IoT Physical Devices & Endpoints, Raspberry Pi , About the Board , Linux on Raspberry Pi , Raspberry Pi Interfaces , Programming Raspberry Pi with Python , Other IoT Devices, IoT Physical Servers & Cloud Offerings , Introduction to Cloud Storage Models & Communication APIs , WAMP - AutoBahn for IoT , Xively Cloud for IoT , Python Web Application Framework - Django , Designing a RESTful Web API , Amazon Web Services for ,SkyNet IoT Messaging Platform

UNIT -V

Case Studies Illustrating IoT Design, Introduction, Home Automation, Cities, Environment, Agriculture, Productivity Applications, Data Analytics for IoT , Introduction , Apache Hadoop,

Using Hadoop MapReduce for Batch Data Analysis , Apache Oozie , Apache Spark , Apache Storm , Using Apache Storm for Real- time Data Analysis , Structural Health Monitoring Case Study , Tools for IOT, Chef Case Studies, NETCONF-YANG Case Studies.

OUTCOMES:

- Demonstrate knowledge and understanding of the security and ethical issues of the Internet of Things
- Conceptually identify vulnerabilities, including recent attacks, involving the Internet of Things
- Develop critical thinking skills
- Compare and contrast the threat environment based on industry and/or device type

TEXTBOOKS:

Internet of Things, A.Bahgya and V.Madisetti, Univesity Press, 2015

REFERNCE BOOKS:

Fundamentals of Python, K.A.Lambert and B.L.Juneja, Cengage Learning, 2012.

VII Semester	SUPPLY CHAIN MANAGEMENT	4	100
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Course Objectives:

- COB 1: To acquaint the students with the concepts, principles and postulates of retail management.
- COB 2: To familiarize the student with the different scenarios of retail formats existing in the market world.

Course Outcomes:

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

- CO 1 : Describe basic concepts in retail management.
- CO 2 : Describe the strategies existing in the retail management.
- CO 3 : Discuss about the different opportunities available in selecting a location.
- CO 4 : Discuss about the different store layouts & designs existing in the retail management.
- CO 5 : Explain the various pricing approaches available in the retail marketing

UNIT-I:

Introduction to Supply Chain Management: Definition – Types of Supply Chain Management- Objectives of Supply Chain Management- Analysis of Supply Chain Management and their Constituents- Supply Chain Activities- Supply Chain Organization- Managing Technical Challenges of Supply Chain.

UNIT-II:

Supply Chain Management: An Overview: Purchasing Issues in Supply Chain Management-Operations and Distribution issues in Supply Chain Management- Facility Location Decisions-Domestic and International Transportation Management- Process Management.

UNIT-III:

Customer Relationship Management: Introduction-Definition- Role of Supply Chain Management in CRM- Key Tools and components of CRM- Segmenting Customers- Predicting Customer Behavior- Personalizing Customer Communications- Customer Service Capabilities- Designing and Implementing Successful CRM.

UNIT-IV:

Sustaining Competitive Advantage: Supply Chain Process Integration- Review and Establish Supply Chain Strategies- Developing Supply Chain Performance Measure and asses Internal Integration of Key Processes- Extend Process Integration to Second Tier Supply Chain Partners-Performance Measurement

UNIT 5:

International Supply Chain Management: Introduction of International SCM- International Logistics Infrastructure – Methods of entry into Foreign Markets- International Contracts- Terms and Trades or Incoterms- Terms of Payments- Currency of Payments and Managing Transaction Risk- International Commercial Documents.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References Books:

1. Joel D. Wisner, G. Keong Leong, Keah-Choon Tan: Principles of Supply Chain Management, Cengage learning, New Delhi, 2009.
2. Sarika Kulkarni, Ashok Sharma: Supply Chain Management, Tata Mc Grawhill Education Private Limited, 2010.
3. David, Stewart: International Supply Chain Management, Cengage learning, New Delhi, 2007.
4. B. Raja Sekhar, GVRK Acharyulu: Logistics and Supply Chain Management, Excel Books, New Delhi, 2009.
5. G. Raghuram, N. Rangaraj: Logistics and Supply Chain Management, Mac Millan Business Books, New Delhi, 2000.

VII Semester	WEB DESINING	4	100
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Course Objectives:

- COB 1: To make the students aware of fundamental concepts in web designing
- COB 2: To equip with the tools and techniques used in web designing.
- COB 3: To help in understanding problems faced by Indian organizations in web designing.
- COB 4: To create awareness in latest techniques used for web designing.

Course Outcomes:

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

- CO 1 : Describe fundamental concepts of web designing.
- CO 2 : Explain HTTP and other models.
- CO 3 : Distinguish between HTML and HTTP.
- CO 4 : Compare cascading style sheets and its practical applications.
- CO 5 : Research on Java scripts and HTML forms.

UNIT-I:

Web Fundamentals – Introduction To The Web, History of the Web, Protocols Governing the Web, Creating Websites for Individuals and the Corporate World, Web Applications, Writing Web Projects, Identification of Objects, Target User, Web Team, Planning and Process Development, Web Architecture, Major Issues in the Web Solutions Development, Web Servers (Apache Web Server), Web Browsers, Internet Standards, TCP/IP Protocol Suite, IP Addresses, MIME, Cyber Laws.

UNIT-II:

Hyper Text Transfer Protocol (HTTP): Introduction - Web Server and Clients, Resources, URL and its Anatomy – Examples, Message Format, Persistent and Non-Persistent Connections, Web Caching, Proxy. Java Network Programming- Java and the Net, Java Networking Classes and Interfaces, Looking up Internet Address, Client/Server Programs, Socket Programming, E-mail Client.(lab sessions to be conducted)

UNIT-III:

Hyper Text Markup Language (HTML): Introduction, Structure, Text, Lists, Links, Images, Tables, Forms, Frames, Images, and Meta Tags. (lab sessions to be conducted)

UNIT-IV:

Cascading Style Sheets (CSS) Introduction, Advantages, Color, Text, Boxes, Lists, Tables and Forms, Layout, Images, HTML5 Layout. (Lab Sessions to be conducted)

UNIT-V:

JavaScript Introduction, Variables, Literals, Operators, Control Structure, Conditional Statements, Arrays, Functions, Objects, JavaScript and HTML DOM, Advanced JavaScript and HTML Forms (Lab sessions to be conducted).

(Lab Sessions to be conducted wherever it is required)

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References Books:

1. Uttam K Roy: "Web Technologies" — Oxford University Press, 2010.
2. Jon Duckett: "HTML & CSS: Design and Build Websites" – John Wiley & Sons, 2014.

VIII Semester	TOTAL QUALITY MANAGEMENT	4	100
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Course Objectives:

- COB 1: To Create awareness of the basic concepts of Total Quality management.
- COB 2: To equip with the tools and techniques in Total Quality management for improving skills in decision making.

Course Outcomes:

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

- CO 1 : Describe basic concepts in Total Quality management.
- CO 2 : Illustrate the tools in Total Quality management.
- CO 3 : Relate leadership and Total Quality Management.
- CO 4 : Articulate various approaches related to Quality circles and implementation of TQM.

UNIT- I:

Introduction - Need for quality - Evolution of quality - Definition of quality - Dimensions of manufacturing and service quality - Basic concepts of TQM - Definition of TQM – TQM Framework - Contributions of Deming, Juran and Crosby – Barriers to TQM.

UNIT- II:

Leadership – Strategic quality planning, Quality statements - Customer focus – Customer orientation, Customer satisfaction, Customer complaints, Customer retention - Employee involvement – Motivation, Empowerment, Team and Teamwork, Recognition and Reward, Performance appraisal - Continuous process improvement.

UNIT-III:

Tools of quality – New management tools – Six-sigma: Concepts, methodology, applications to manufacturing, service sector including IT – Bench marking – Reason to bench mark, Bench marking process – FMEA – Stages, Types.

UNIT-IV:

Quality circles – Quality Function Deployment (QFD) – Taguchi quality loss function – TPM – Concepts, improvement needs – Cost of Quality – Performance measures.

UNIT-V:

Need for ISO 9000- ISO 9000-2000 Quality System – Elements, Documentation, Quality auditing- QS 9000 – ISO 14000 – Concepts, Requirements and Benefits – Case studies of TQM implementation in manufacturing and service sectors including IT. Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References Books:

1. Dale H.Bester filed, et at., “Total Quality Management”, Pearson Education Asia,3rd Edition, Indian Reprint (2006).
2. James R. Evans and William M. Lindsay, “The Management and Control of Quality”, 6th Edition, South-Western (Thomson Learning), 2005.
3. Suganthi,L and Anand Samuel, “Total Quality Management”, Prentice Hall (India) Pvt. Ltd.,2006.
4. Janakiraman, B and Gopal, R.K, “Total Quality Management – Text and Cases”, Prentice Hall (India) Pvt. Ltd., 2006.

VIII Semester	PROJECT MANAGEMENT	4	100
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Course Objectives:

COB 1: To Create awareness of the basic concepts of Project management.

COB 2: To equip with the tools and techniques of project management.

Course Outcomes:

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

CO 1 : Describe basic concepts in project management.

CO 2 : Illustrate tax incentives and tax planning.

CO 3 : Relate project appraisal with organizational environment.

CO 4 : Articulate various approaches related to Project Cost Estimate, Project Evaluation and Audit.

UNIT- I:

Project Identification and Formulation: Project characteristics, Taxonomy of projects, Project Identification, Preparation, and Screening of Project Ideas.

UNIT- II:

Tax Incentives and Tax Planning: The Project Investment decisions - Zero based project formulation - UNIDO manuals - Detailed Feasibility Study Report

UNIT- III:

Project Appraisal: Technical appraisal - Commercial appraisal - Economic appraisal - Financial Appraisal - Management appraisal - Govt. Projects and Social Projects, Social Cost Benefit analysis- Environmental Appraisal.

UNIT- IV:

Project Cost Estimate and Risk Analysis: Cost of project - Components of capital cost of a project - Project Risk Analysis - Techniques of Risk Analysis - Project Organization. Infrastructure projects - characteristics and issues related to infrastructure projects - State of Infrastructure in India - New Approaches for infrastructure - PPP mix of govt. - Support and Regulation.

UNIT- V:

Project Evaluation and Audit: Sources of financing - Role of Financial Institutions in project financing - Covenants attached to lending - Data required for calculation of NPV, PI, IRR, BCR, and NBCR - Project cost over runs and cost control - Phases of post audit - Type of Post Audit - Project close out – and Termination.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References Books:

1. B Patel, "Project Management", Vikas.
2. N Singh, "Project Management and Control", HPH.
3. P. Chandra, "Projects", TMH.
4. Project Management – Managerial Approach, Jack R Meridith & Samuel J Mantel Jr
Jhon wiky & Sons 2011.
5. Project Management – The Managerial Process: 6th Edition, Clifford F. Gray, Eric W.
Larson, Gawtam V. Desai; McGraw Hill Education.

VIII Semester	PERFORMANCE MANAGEMENT	4	100
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Course Objectives:

- COB 1: To Create awareness of the basic concepts of performance management that they are expected to face as managers at the corporate level.
- COB 2: To equip with the tools and techniques of performance management for improving their skills in decision making.

Course Outcomes:

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

- CO 1 : Describe basic concepts in performance management.
- CO 2 : Illustrate the tools and techniques of performance management.
- CO 3 : Relate the various rating techniques existing in the performance appraisal.
- CO 4 : Articulate various approaches related to the decision-making abilities involved in the performance management approach.

UNIT- I:

Introduction: –Definition –concerns-scope-Historical developments in performance management-Over view of performance management-Process for managing performance-Importance –Linkage of PM to other HR processes-Performance Audit.

UNIT- II:

Performance Management Planning: Introduction-Need-Importance-Approaches-The Planning Process—Planning Individual Performance- Strategic Planning –Linkages to strategic planning-Barriers to performance planning-Competency Mapping-steps-Methods. Management System: objectives – Functions- Phases of Performance Management System-Competency based Performance Management Systems- Reward based Performance Management Systems- Electronic Performance Management Systems-

UNIT –III:

HR Challenges- Appraisal for recognition and reward-Purpose of Appraising –Methods of Appraising- Appraisal system design-Implementing the Appraisal System-Appraisal and HR decisions.

UNIT- IV:

Performance Monitoring and Counseling: Supervision- Objectives and Principles of Monitoring- Monitoring Process- Periodic reviews- Problem solving- engendering trust- Role efficiency- Coaching- Counseling and Monitoring- Concepts and Skills.

UNIT- V:

Performance management skills – Operational change through performance management. High Performing Teams: Building and leading High performing teams – team oriented organizations – developing and leading high performing teams- Role of Leadership. Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Prem Chadha: "Performance Management", Macmillan India, New Delhi, 2008.
2. Michael Armstrong & Angela Baron, "Performance Management": The New Realities, Jaico Publishing House, New Delhi, 2010.
3. T.V.Rao, "Appraising and Developing Managerial Performance", Excel Books, 2003.
4. David Wade and Ronad Recardo, "Corporate Performance Management", Butter Heinemann, New Delhi, 2002.
5. Dewakar Goel: "Performance Appraisal and Compensation Management", PHI Learning, New Delhi, 2009
6. A.M. Sarma "Performance Management Systems" Himalaya Publishing House, New Delhi, 2010.

VIII Semester	STRATEGIC FINANCIAL MANAGEMENT	4	100
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Course Objectives:

- COB 1: To help in understanding the basic concepts of strategic financial management.
- COB 2: To help in analyzing different investment opportunities.
- COB 3: To differentiate between financial strategies of different firms.

Course Outcomes:

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

- CO 1 : Describe the meaning and concept of strategic financial management and corporate policy.
- CO 2 : Explain the concepts of corporate financial strategies.
- CO 3 : Distinguish between net present value and rate of return.
- CO 4 : Compare and contrast corporate financial engineering concepts.
- CO 5 : Research on corporate restructuring.

UNIT- I:

Corporate Policy: Strategic Financial Planning- changing complexion of regulatory framework. Shareholder Value Creation (SCV): Market Value Added (MVA) – Market-to-Book Value (M/BV) – Economic Value Added (EVA) – Managerial Implications of Shareholder Value Creation- Corporate Risk Management – Understanding the firms Strategic Exposure.

UNIT-II:

Corporate Financial Strategies: Capital Structure Planning- EBIT, EPS, ROE analysis- Shareholders' Risk — Financial Options and Value of the Firm – Dividend Policy and Value of the Firm – Growth and External Financing Requirement. (Problems)

UNIT-III:

Corporate Investment Strategy: Techniques of Investment Appraisal Under Risk and Uncertainty – Risk Adjusted Net Present Value – Risk Adjusted Internal Rate of Return – Capital Rationing – Decision Tree Approach for Investment Decisions – Evaluation of Lease Vs Borrowing Decision- Long term investment plans analysis with risk and return. (Problems)

UNIT-IV:

Corporate Financial Engineering: Merger Strategy – Theories of Mergers – Horizontal and Conglomerate Mergers – Merger Procedure – Valuation of Firm – Financial Impact of Merger – Merge and Dilution Effect on Earnings Per Share – Merger and Dilution Effect on Business Control. (Problems)

UNIT-V:

Corporate Restructuring: Takeover Strategy – Types of Takeovers – Negotiated and Hostile Bids – Takeover Procedure – Takeover Defenses – Takeover Regulations of SEBI – Distress Restructuring Strategy – Sell offs – Spin Offs – Leveraged Buyouts- Buy back shares – Alignment of Interest – Corporate Governance. (Problems)

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Coper and Weston: “Financial Theory and Corporate Policy”
2. Braley and Myers: “The Principles of Corporate Finance”. Mc. Graw Hill, N.Y.1993.
3. Prasanna Chandra : “Financial Management” Theory and Practice.
4. I.M. Pandey – “Financial Management” Vikas Publishers, New Delhi.

VIII Semester	CUSTOMER RELATIONSHIP MANAGEMENT	4	100
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Course Objectives:

- COB 1: To make the students aware of the various concepts of CRM.
- COB 2: To help the student in understanding the increasing importance of CRM in business organizations.
- COB 3: To help the student in analyzing the various CRM strategies.
- COB 4: To help them in applying concepts of CRM for improving their decision-making skills.

Course Outcomes:

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

- CO 1 : Identify the basic concepts of CRM.
- CO 2 : Explain the importance of integrating CRM into the business strategy.
- CO 3 : Predict the various marketing aspects of CRM.
- CO 4 : Analyze the various analytical CRM strategies and their impact on customer retention.
- CO 5 : Analyze the various strategies and issues of implementing operational CRM Mapping of program outcome and course outcome.

UNIT- I:

Introduction: Definition of CRM –Elements of CRM – CRM Processes and systems, Importance of CRM, Critical success factors for a winning CRM program – Advantages of CRM – Integrated CRM system –Planning and Managing CRM Programme - Application areas.

UNIT-II:

CRM as an integrated business strategy: Nature of CRM strategy – Contents of CRM Strategy – Description of Customer – Supplier Relationships, The dynamics of Relationships, The relationship oriented organization.

UNIT-III:

CRM marketing aspects: Customer knowledge, value of customer knowledge, utilization of data as an asset, multi-channels and communication- Influence of the channels on pricing and the formation of relationships – The relationship policy to improve size, quality and relationship with the customer base.

UNIT -IV:

Analytical CRM: Relationship data management – Expanding the size of customer database - Data analysis and data mining – Concept of customer loyalty – customer value assessment – Customer Retention strategies – Retention and Cross – sell analyses – effect of marketing activities – Reporting the results.

UNIT-V:

Operational CRM and CRM implementation: Call center Management – internet and the websites – traffic building – Providing quality during the visit to the website – Process of developing, producing, sending and following – up direct mailings. Causes for disappointing CRM results – The best CRM implementation strategies –Privacy and ethics Consideration in CRM implementation.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Ed Peelen: “Customer Relationship Management” Pearson, Education.
2. Roger J Baran, Robert J Galka and Daniel P Strunk: “Customer Relationship Management” Cengage learning.
3. S.Shanmuga sundaram: “Customer Relationship Management” Prentice Hall of India.

VIII Semester	MARKETING RESEARCH	4	100
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UNIT-I

Marketing Research – Definition, Scope, Significance, Limitations, Obstacles in acceptance. Ethics in marketing research. Marketing Intelligence system

UNIT-II

Research process – Management dilemma (problem) – decision problem – research problem – hypothesis statement – characteristics of a good hypothesis – drafting the research proposal.

UNIT-III

Various sources of market Information – Methods of collecting Market Information - Secondary data – sources – problems of fit and accuracy. Syndicated services.

UNIT-IV

Marketing research techniques: Market development research: Cool hunting – socio cultural trends, Demand Estimation research, Test marketing, Segmentation Research - Cluster analysis, Discriminant analysis. Sales forecasting – objective and subjective methods.

UNIT-V

Marketing Mix Research: Concept testing, Brand Equity Research, Brand name testing, Commercial eye tracking – package designs, Conjoint analysis, Multidimensional scaling - positioning research, Pricing Research, Shop and retail audits, Advertising Research – Copy Testing, Readership surveys and viewer ship surveys, Ad tracking, viral marketing research. Marketing effectiveness and analytics research: Customer Satisfaction Measurement, mystery shopping, Market and Sales Analysis

References

1. Marketing Research, Concept & Cases – Cooper Schindler.
2. Research for Marketing Decisions – Paul Green, Donald Tull, Gerald Albaurn
3. Marketing Research – Nargundkar.
4. Marketing Research – Beri
5. Marketing Research – Measurement & Methods – Donald S.Tull, Del I.Hawkins
6. Marketing Research –Aakar, Kumar, Day

VIII Semester	HUMAN RESOURCE METRICS AND ANALYTICS	4	100
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Objective of the Course: Objective of the course is to provide knowledge in developing right HR metrics and analytics based on the organizational requirements. This will lay foundation in pruning HR metrics into Analytics for effective management decisions.

Unit I

HR Metrics Overview--Concepts, Objectives-- Historical evolution of HR metrics.--Explain how and why metrics are used in an organization--Deciding what metrics are important to your business--HR metrics design principles-- Approaches for designing HR metrics--The Inside-Out Approach--The Outside-In Approach-- Align HR metrics with business strategy, goals and objectives--Link HR to the strategy map-- Creating levels of metrics measures—HR Efficiency measures—HR Effectiveness measures-- HR value / impact measures.

Unit II

Building HR functions metrics-- Workforce Planning Metrics-- Recruitment Metrics --Training & Development Metrics-- Compensation & Benefits Metrics -- Employee relations & Retention Metrics

Unit III

HR Analytics Overview -- What HR Analytics. -- Importance of HR Analytics. -- Translating HR metrics results into actionable business decisions for upper management (Using Excel Application exercises, HR dashboards)-- HR information systems and data sources-- HR Metrics and HR Analytics-- Intuition versus analytical thinking-- HRMS/HRIS and data sources-- Analytics frameworks like LAMP-- HCM:21(r) Model.

Unit IV

Diversity Analysis-- Equality, diversity and inclusion, measuring diversity and inclusion, Testing the impact of diversity, Workforce segmentation and search for critical job roles.. Recruitment and Selection Analytics-- Evaluating Reliability and validity of selection models, Finding out selection bias.

Unit V

Predicting the performance and turnover. Performance Analysis-- Predicting employee performance, Training requirements, evaluating training and development, Optimizing selection and promotion decisions. Monitoring impact of Interventions-- Tracking impact interventions-- Evaluating stress levels and value-change-- Formulating evidence based practices and responsible investment-- Evaluation mediation process, moderation and interaction analysis.

References

- Edwards Martin R, Edwards Kirsten (2016),“Predictive HR Analytics: Mastering the HR Metric”,Kogan Page Publishers, ISBN-0749473924
- Fitz-enz Jac (2010), “The new HR analytics: predicting the economic value of your company’s human capital investments”, AMACOM, ISBN-13: 978-0-8144-1643-3
- Fitz-enz Jac, Mattox II John (2014), “Predictive Analytics for Human Resources”, Wiley, ISBN- 1118940709
- Bernard Marr(2018), Data Driven HR:How to use Analytics and metrics to data driven performance,Kindle Edition.
- John Sullivan(2003)HR Metrics The World Class Way, Kennedy Information ISBN 978-1932079012

VIII Semester	STRATEGIC HUMAN RESOURCE MANAGEMENT	4	100
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COB 1: To inculcate strategic orientation in the students.

COB 2: To create awareness on strategic orientation of human resources.

Course Outcomes:

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

CO 1 : Describe the meaning and concept of Strategic human resource management.

CO 2 : Explain the concepts of strategic human resource planning.

CO 3 : Distinguish the concepts of strategy implementation.

CO 4 : Compare and contrast Human resource development strategies at various levels.

CO 5 : Research different human resource evaluation systems.

UNIT-I:

Human Resource Strategy: Introduction to Strategic Human Resource Management - Evaluation objectives and Importance of Human Resources Strategy- Strategic fit – A conceptual framework -Human Resources contribution to strategy - Strategy driven role behaviors and practices – Theoretical Perspectives on SHRM approaches - Linking business strategies to HR strategies.

UNIT-II:

Strategic Human Resource Planning: Objectives, benefits, levels of strategic planning- Activities related to strategic HR Planning-Basic overview of various strategic planning models- Strategic HR Planning model-Components of the strategic plan.

UNIT-III:

Strategy Implementation: Strategy implementation as a social issue-The role of Human Resource-Work force utilization and employment practices-Resourcing and Retention strategies-Reward and Performance management strategies.

UNIT-IV:

Strategic Human Resource Development: Concept of Strategic Planning for HRD-Levels in Strategic HRD planning-Training and Development Strategies-HRD effectiveness.

UNIT-V:

Human Resource Evaluation: Overview of evaluation - Approaches to evaluation, Evaluation Strategic contributions of Traditional Areas - Evaluating Strategic Contribution of Emerging Areas-HR as a Profit centre and HR outsourcing strategy.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Charles R. Greer: "Strategic Human Resource Management" - A General Manager Approach - Pearson Education, Asia.
2. Fombrum Charles & Tichy: "Strategic Human Resource Management" - John Wiley Sons, 1984.
3. Dr. Anjali Ghanekar "Strategic Human Resource Management" Everest Publishing House, Pune 2009.
4. Tanuja Agarwala "Strategic Human Resource Management" Oxford University Press, New Delhi 2014.
5. Srinivas R Kandula "Strategic Human Resource Development" PHI Learning PVT Limited, New Delhi 2009.
6. Dreher, Dougherty "Human Resource Strategy" Tata Mc Graw Hill Publishing Company Limited, New Delhi 2008.

VIII Semester	PORTFOLIO MANAGEMENT	4	100
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Course Objectives:

- COB 1: To make students aware of the various concepts of Portfolio Management
- COB 2: To understand various Investment alternatives and Investment process and stock exchange operations.
- COB 3: To help the student in analyzing the investment decisions by using Fundamental Analysis and Technical Analysis.
- COB 4: To understand the Portfolio Analysis and Selection by using various models.
- COB 5: To understand the Portfolio Evaluation and Mutual Funds.

Course Outcomes:

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

- CO 1 : Identify various concepts of Portfolio Analysis.
- CO 2 : Explain the process of Portfolio Evaluation and Revision.
- CO 3 : Determine the Forecasting of Portfolio Performance.
- CO 4 : Analyze the importance of Financial Derivative Markets.
- CO 5 : Analyze the Commodity Markets.

UNIT-I:

Portfolio Analysis and Selection: Elements of Portfolio Management, Portfolio Models – Markowitz Model, Efficient Frontier and Selection of Optimal Portfolio. Sharpe Single Index Model and Capital Asset Pricing Model, Arbitrage Pricing Theory. (Problems).

UNIT-II:

Portfolio Evaluation and Revision: Performance Evaluation of Portfolios; Sharpe Model – Jensen’s Model for PF Evaluation, Evaluation of Mutual Fund – Portfolio Revision. (Problems).

UNIT-III:

Forecasting of Portfolio Performance: Neural Networks – Artificial Neural Networks – Fuzzylogic – Behavioral Models -. Portfolio Management – Phases of Portfolio Management – Phases of Portfolio Management – Investment Risk Pyramid – Risk Reward Concept – Asset Allocation- Asset Mix – Portfolio Strategies.

UNIT-IV:

Financial Derivative Markets: Characteristics of Derivatives – Derivatives Trading – Hedging Portfolio Rebalancing – Introduction of Futures – Frequently used terms in index Futures Market – Hedging, Options, Futures, Forward and Swaps.

UNIT-V:

Commodity Markets: The Indian Connection with Commodity Market – Commodity and Currency Derivatives – Legal Frame Work – Policy Liberization – Wholesale Price Index – Foreign Portfolio Investments – Foreign Portfolio investment as Alternative Source.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Sudhindra Bhat. “Security Analysis and Portfolio Management”, Excel Books, New Delhi 2015.
2. S. Kevin: “Security Analysis and Portfolio Management”, PHI Learning, New Delhi, 2009.
3. Punithavathy Pandian: “Security Analysis and Portfolio Management”, Vikas Publishing House, New Delhi, 2009.
4. Sudhendra Bhat: “Security Analysis and Portfolio Management”, Excel Books, New Delhi, 2009.
5. Shashi K Gupta: “Security Analysis and Portfolio Management”, Kalyani Publishers, New Delhi, 2010.
6. Prasanna Chandra, “Investment Analysis and Portfolio Management”, 3/e Tata McGraw-Hill Publishing Co. Ltd. New Delhi, 2003.
7. Ranganatham: “Investment Analysis and Portfolio Management” Pearson Education.

VIII Semester	STRATEGIC MARKETING MANAGEMENT	4	100
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Course Objectives:

- COB 1: To make the students aware of strategic marketing management concepts.
- COB 2: To equip with the tools and techniques for analyzing marketing strategies of different companies.

Course Outcomes:

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

- CO 1 : Describe the meaning and concept of strategic marketing management.
- CO 2 : Explain the strategic marketing management models.
- CO 3 : Distinguish between different strategic marketing techniques.
- CO 4 : Compare and contrast strategic marketing environment.
- CO 5 : Research on new product developments in Indian context.

UNIT- I:

Introduction : Role of Strategic Marketing - Key Definitions of Strategic Marketing - Role and Importance and concepts- Systematic approach - sequencing and scheduling of activities and integration of activities - Resource Requirements – Time scaling - Processes: Strategic Marketing Planning Process - Strategic Marketing Analysis- marketing strategy objective setting- perceptual mapping - factor analysis, Option Evaluation, Choice – Formulation and Implementation and Control Links to corporate strategy: Mission statement, organizational structure and corporate responsibility and ethics - dynamic strategy.

UNIT -II:

Strategic Marketing Strategy: Models - Organization, Industry and market environment situation analysis; Porter's Five Forces model - Structure, Conduct and Performance; - Marketing Audit - portfolio analysis techniques -strategic positioning, defining the future position - Marketing Tactics - Product tactics -Price tactics- Promotion tactics - Place tactics- Direct response marketing strategies - Defensive strategies - Customer retention strategies- Personalized marketing; Payne and Ballantyne's Six markets model

UNIT -III:

Strategic Marketing Techniques : Setting marketing objectives and marketing strategy - Targeting markets - Segmenting markets - Profiling markets- Positioning segmented markets, Direct or Indirect sales Strategy options - core competences - Competitive advantage - Investment opportunity evaluation - market leadership - Innovation strategies - Market pioneer - close followers, late followers; offensive, defensive and value-based marketing strategies Strategic marketing objectives: marketing mix – 7 Ps.

UNIT –IV:

Strategic marketing environment : Changes in the external environment: shift from supply to demand environment; fashionisation of markets; micro-markets; rising expectations; technological change; competition; globalization; importance of customer service; commoditization; erosion of brands; new constraints Strengths and weaknesses: focus of marketing objectives, links to corporate strategy.

UNIT – V:

New Product Developments: Ability to customize - Ability to handle information to gain competitive advantage - e-marketing position - core focus - target markets, nature and potential of key market segments, partnerships with customers and other stakeholders- Innovation strategies, timescales, resource requirements, budgets, monitoring, review and control mechanisms Strategic marketing responses: emerging themes eg impact of globalisation, the strength or weakness of competitors, importance of environmental factors, changes in the political environment, the state of the economy, the exchange rate, health and safety factors Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Devid A Aaker and Damien Mc Loughlor: “Strategic Marketing Management”- Global Perspective” Wiley Publications.
2. Jean –Jacques Lambin : “Strategic Marketing Management”, McGraw –Hill, Nag A: “Strategic Marketing”. Mac Millons.
3. Srinivas R, Lohith C.P.: “Strategic Marketing and Innovation” for Indian MSMEs”, Springer Publication.
4. Graeme Drummond, John Ensor, Ruth Ash for: “Strategic Marketing Planning and Control”, Elsevier Publication.
5. Kotler P and Keller K L: “A Framework for Marketing Management”, Pearson Education, 2008.

VIII Semester	BUSINESS INTELLIGENCE	4	100
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Course Objectives:

- COB 1: To help in understanding basic concepts in Business Intelligence.
- COB 2: To help in understanding the importance of Business Intelligence.
- COB 3: To help in analyzing the effects of Business Intelligence.

Course Outcomes:

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

- CO 1 : Describe the meaning of Business Intelligence.
- CO 2 : Explain the importance of Data Ware Housing.
- CO 3 : Distinguish Data Mining required for Business Intelligence.
- CO 4 : Compare Business Rules with current practices.
- CO 5 : Research on Business Intelligence Implementation.

UNIT- I:

Introduction to Business Intelligence: The Business pressure-Responses and support model- Definition of BI- Architecture of BI- Styles of BI-vent-Driven alerts-A cyclic process of Intelligence Creation. The value of Business intelligence-Value driven and Information use- Performance metrics and key performance indicators-horizontal use cases for BI.

UNIT-II:

Data Ware Housing: Definitions and concepts-DW process an Innovation-Data Warehousing Implementation-Data warehousing Administration-Security Issues and future trends. Business Performance Management-Overview Strategic plan, monitor, performance measurement, BPM methodologies-BPM Techniques-Performance dashboard and scorecards

UNIT-III:

Data Mining for Business Intelligence: Data mining concepts and definitions-Data mining applications - Artificial neural Networks for data mining - Text and web mining-Natural language processing-Text mining applications-Text mining process-tools-Web mining overview-Web content overview-Web structure mining-Web usage mining.

UNIT-IV:

Business Rules: The Value Proposition of Business Rules - Business rules approach-Business rule system - Sources of business rules and management approach.

UNIT -V:

Business Intelligence Implementation: Business Intelligence and integration - Implementation 5 connecting in BI systems- Issues of legality- Privacy and ethics- Social networking and BI. Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Amit Johri “Business Intelligence” Himalaya, 2012.
2. Rajiv Sabherwal “Business Intelligence” Wiley Publications, 2012.
3. Carlo Vercellis “Business Intelligence” Wiley Publications, 2012.
4. Nina Godbole & Sunit Belapure “Cyber Security” Wiley India 2012.
5. Jawadekar, MIS Text and Cases, TMH, 2012.
6. Efraim Turban et al. “Business Intelligence” 2e, Pearson Education, 2012.

VIII Semester	ORGANIZATIONAL DEVELOPMENT & CHANGE MANAGEMENT	4	100
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Course Objectives:

- COB 1: To make aware of the various concepts of organizational change and development.
- COB 2: To help in understanding the importance change and development activities in organizations.
- COB 3: To help in analyzing the role of change in organizational development.
- COB 4: To help in understanding problems in change management.

Course Outcomes:

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

- CO 1 : Describe the meaning and concepts of change and development.
- CO 2 : Explain the importance of mapping change.
- CO 3 : Distinguish between organizational development and change.
- CO 4 : Compare change management strategies in organizations.
- CO 5 : Research on team building.

UNIT- I:

Basics of Change Management: Meaning, nature and Types of Change – change programmes – change levers – change as transformation – change as turnaround – value based change.

UNIT- II:

Mapping change: The role of diagramming in system investigation – A review of basic flow diagramming techniques –systems relationships – systems diagramming and mapping, influence charts, multiple cause diagrams- a multidisciplinary approach -Systems approach to change: systems autonomy and behavior – the intervention strategy model – total project management model (TPMM). Learning organization: The relevance of a learning organization - strategies to build a learning organization

UNIT- III:

Organization Development (OD): Meaning, Nature and scope of OD - Dynamics of planned change – Person-focused and role-focused OD interventions –Planning OD Strategy – OD interventions in Indian Organizations – Challenges to OD Practioners

UNIT- IV:

Negotiated Change: Change in the labour - management relations in the post-liberalized India – collective bargaining strategy to the challenges of Globalization and the restructuring of enterprises in India - Changes in the legal frame work of collective bargaining - Negotiated flexibility, productivity bargaining, improved work relations, public sector bargaining and social security.

UNIT- V:

Team Building: Nature and Importance of Teams – Team Vs Groups – Types of teams – Characteristics of Virtual teams – Team building life cycle – Team building skills – Virtual team. High performance teams – self managing teams – Building team relationships – empowered teams – leadership on teams – Managing cross –cultural diversity in teams – Group think as a decision making process – effective decision making techniques for teams and groups – role of change consultant— contemporary issues in managing teams.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Cummings: “Theory of Organisation Development and Change”, Cengage Learning, New Delhi, 2013.
2. Robert A Paton: Change Management, Sage Publications, New Delhi, 2011.
3. Nilanjan Sengupta: Managing Changing Organisations, PHI Learning, New Delhi, 2009.
4. Adrian Thornhill: Managing Change, Pearson Education, New Delhi, 2012. Radha R Sharma: Change Management, TMH, New Delhi, 2012.

VIII Semester	FINANCIAL MARKETS & SERVICES	4	100
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Course Objectives:

- COB 1: To make the students aware of accounting principles followed in business.
- COB 2: To equip with the tools and techniques required for analyzing accounting practices.

Course Outcomes:

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

- CO 1 : Describe the meaning and concept of Management accounting.
- CO 2 : Explain the concepts of comparative analysis and depreciation models.
- CO 3 : Distinguish different budgets.
- CO 4 : Compare and contrast marginal costs.
- CO 5 : Research on standard costing models.

UNIT- I:

Structure of Financial System: Role of Financial System in Economic Development – Financial Markets and Financial Instruments – Capital Markets – Money Markets – Primary Market Operations – Role of SEBI – Secondary Market Operations – Regulation – Functions of Stock Exchanges – Listing – Formalities – Financial Services Sector Problems and Reforms.

UNIT – II:

Financial Services: Concept, Nature and Scope of Financial Services – Regulatory Framework of Financial Services – Growth of Financial Services in India – Merchant Banking – Meaning-Types – Responsibilities of Merchant Bankers – Role of Merchant Bankers in Issue Management – Regulation of Merchant Banking in India.

UNIT – III:

Venture Capital: Growth of Venture Capital in India – Financing Pattern under Venture Capital – Legal Aspects and Guidelines for Venture Capital, Leasing – types of Leases – Evaluation of Leasing Option vs. Borrowing.

UNIT – IV:

Credit Rating: Meaning, Functions – Debt Rating System of CRISIL, ICRA and CARE. Factoring, Forfeiting and Bill Discounting – Types of Factoring Arrangements – Factoring in the Indian Context;

UNIT- V:

Mutual Funds: Concept and Objectives, Functions and Portfolio Classification, Organization and Management, Guidelines for Mutual Funds, Working of Public and Private Mutual Funds in India. Debt Securitization – Concept and Application – De-mat Services-need and Operations-role of NSDL and CSDL.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Bhole & Mahakud, Financial Institutions and Market, TMH, New Delhi.
2. DK Murthy, and Venugopal, Indian Financial System, IK Int Pub House.
3. Anthony Saunders and MM Cornett, Fin Markets & Institutions, TMH, ND.
4. Edminister R.D., Financial Institution, Markets and Management:
5. Punithavathy Pandian, Financial Markets and Services, Vikas, New Delhi.
6. Vasanth Desai, Financial Markets & Financial Services, Himalaya, Mumbai.

VIII Semester	SERVICES MARKETING	4	100
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Course Objectives:

- COB 1: To help in understanding on Services Marketing.
- COB 2: To help in understanding the importance of Services Marketing.
- COB 3: To help in analyzing the effects of Services Marketing.

Course Outcomes:

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

- CO 1 : Describe the meaning and concept Services Marketing.
- CO 2 : Explain the importance of Services Marketing.
- CO 3 : Distinguish between factors affecting Management of Services Marketing.
- CO 4 : Compare Service Marketing Practices.
- CO 5 : Research on Service Marketing Practices.

UNIT- I:

Introduction to Services Marketing: Scope and Definition- Services Marketing Environment- Definition- Goods and Services- Components of Service- Characteristics- Service Delivery as a System- Service Facility Design and Layout- HRM Issues- -Building Services Aspirations- Tracking Customer Behavior-.

UNIT-II:

Key Dimensions of Services Marketing: Introduction- Service Environment- Service Blue Printing- Service Encounter- Customer Expectations- Demand- Supply Management- Service Quality- Service Quality Gap- Service Quality Audit-Delivering Quality Services- Communication Strategies- Bench Marking-TQM-Customer Satisfaction Measurement Techniques- MPQ-ROQ- Service Guarantees.

UNIT-III:

Management of Services Marketing: Introduction- Marketing Mix- Developing a Package- Product Attractiveness- Components of Promotion Mix- Strategic Services Marketing- Service Target Segments- Positioning the Services- Creating and Maintaining Value Relationship-Market Leadership Strategies.

UNIT-IV:

Service Marketing Practices I: Marketing of Financial and Insurance Services- Major Characteristics- Technological Innovations- Regulatory Mechanism- Marketing of Hospitality, Travel and Tourism Products- Marketing for Travel and Tourism- Segmentation- Tourism Marketing Strategies- Yield Management- Services Delivery- Global Service Quality- Marketing of Educational, Software and other Professional Services.

UNIT-V:

Service Marketing Practices II: Marketing of Health Care, Cellular and Entertainment Services-Health Care Marketing Strategy- Major Hospital Products- Cellular Promotion Mix- Entertainment Marketing Mix- Emerging Influence of Retailing and Shopping Malls- Internationalization of Services- Liberalization of Services- Off shoring – ITES- Industry Structure- Business Models

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Dr. S. Shajahan: Services Marketing, Himalaya Publishing House, New Delhi 2009.
2. Rajendra Nargundkar: “Services Marketing”, Tata McGraw Hill, New Delhi, 2011.
3. S.M. Jha: Service Management and Marketing, Himalaya Publishing House, New Delhi, 2011.
4. C.Bhattacharjee :Services Marketing, Excel Books, New Delhi, 2010.

VIII Semester	ENTERPRISE RESOURCE PLANNING	4	100
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Course Objectives:

- COB 1: To help in understanding basic concepts in ERP.
- COB 2: To help in understanding the importance of ERP.
- COB 3: To help in analyzing the effects of ERP on business.

Course Outcomes:

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

- CO 1: Describe the meaning of ERP.
- CO 2: Explain the importance of ERP Implementation.
- CO 3: Distinguish Pre ERP implementation and post ERP implementation.
- CO 4: Compare ERP System Options and Selection Methods.
- CO 5: Research on ERP present and future.

UNIT- I:

Introduction to ERP: Overview of ERP – Introduction and Evaluation –advanced ERP-SCM and CRM systems and related technologies – ERP life cycle ERP implementation Life cycle-SDLC and ERP life cycle.

UNIT-II:

ERP Implementation: reasons for ERP failure. pre – implementation Tasks – Implementation methodologies – Process definition - Dealing with employee resistance Training and Education – Project management and monitoring Success and failure factors of an ERP implementation.

UNIT-III:

Post ERP implementation: Change Management – post implementation review, support, maintenance and security of ERP. Different business modules of an ERP package. ERP market place and market place dynamics.

UNIT-IV:

ERP System Options and Selection Methods: Optimal Means of Developing an ERP, Measurement of Project Impact, IT Selection and Project Approval, ERP proposal Evaluation, Project Evaluation Techniques, Testing.

UNIT--V:

ERP present and future: Turbo charge the ERP system- EAI – ERP. Internet and WWW- Future Directions and trends in ERP – Future Directions in ERP: New Markets, New Technologies, Faster Implementation Methodologies, New Business Segments, Trends in Security.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Singla: “Enterprise Resource Planning”, Cengage Learning, New Delhi, 2013.
2. Alexleon: “Enterprise Resource Planning”, TMH, New Delhi, 2011.
3. Mahadeo Jaiswal, Ganesh Vanapalli: “Enterprise Resource Planning”, MacMillon, New Delhi, 2013.
4. N.Venkateswaran: “Enterprise Resource Planning”, SCITECH Publiscation, New Delhi, 2009.
5. S.Kesharwani, SBodduluri, M Ashok Kumar: “Enterprise Resource Planning”, Paramount Publishing House, New Delhi, 2012.

IX Semester	INTELLECTUAL PROPERT RIGHTS	4	100
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Course Objectives:

- COB 1: To acquaint the students with basics of intellectual property rights with special reference to Indian Laws and its practices.
- COB 2: To provide an overview of the statutory, procedural, and case law underlining patents, copy rights and trademarks and their interplay with litigation.

Course Outcomes:

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

- CO 1: Knowledge on patents, protection and regulation of rights and registration aspects.
- CO 2: Knowledge on copyrights and its related rights and registration aspects.
- CO 3: Awareness of patents in India –registration, ownership, infringement, current trends in IPR and Govt. steps in fostering IPR.
- CO 4: Knowledge on trademarks and registration aspects.
- CO 5: Awareness on protection of E-documents and cyber-crimes-prevention and punishments.

UNIT-I:

Introduction to Intellectual Property Rights (IPR): Concept of Property - Introduction to IPR – International Instruments and IPR - WIPO - TRIPS – WTO -Laws Relating to IPR - IPR Tool Kit - Protection and Regulation - Copyrights and Neighboring Rights – Industrial Property-Patents - Agencies for IPR Registration – Emerging Areas of IPR - Use and Misuse of Intellectual Property Rights.

UNIT-II:

Copyrights and Neighboring Rights: Introduction to Copyrights – Principles of Copyright Protection – Law Relating to Copyrights - Subject Matters of Copyright – Copyright Ownership-Transfer and Duration – Right to Prepare Derivative Works –Rights of Distribution – Rights of Performers – Copyright Registration – Limitations.

UNIT-III:

Patents: Introduction to Patents - Laws Relating to Patents in India – Patent Requirements – Product Patent and Process Patent - Patent Search - Patent Registration and Granting of Patent - Exclusive Rights – Limitations - Ownership and Transfer — Revocation of Patent – Patent Appellate Board - Infringement of Patent – Compulsory Licensing — Patent Cooperation Treaty – New developments in Patents.

UNIT-IV:

Trademarks: Introduction to Trademarks – Laws Relating to Trademarks – Functions of Trademark – Distinction between Trademark and Property Mark – Marks Covered under Trademark Law - Trade Mark Registration – Trade Mark Maintenance – Transfer of rights - Deceptive Similarities - Likelihood of Confusion - Dilution of Ownership – Trademarks Claims and Infringement – Remedies.

UNIT-V:

Cyber Law and Cyber Crime: Introduction to Cyber Law – Information Technology Act 2000- Protection of Online and Computer Transactions - E-commerce - Data Security – Authentication and Confidentiality - Privacy - Digital Signatures – Certifying Authorities - Cyber Crimes - Prevention and Punishment – Liability of Network Providers.

Reference Books:

1. Intellectual Property Rights (Patents & Cyber Law), Dr. A. Srinivas. Oxford University Press, New Delhi.
2. Deborah E. Bouchoux: Intellectual Property, Cengage Learning, New Delhi.
3. Prabhuddha Ganguli: Intellectual Property Rights, Tata Mc-Graw –Hill, New Delhi
4. Richard Stim: Intellectual Property, Cengage Learning, New Delhi.
5. Kompal Bansal & Parishit Bansal Fundamentals of IPR for Engineers-B.S Publications.

IX Semester	CORPORATE GOVERNANCE	4	100
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Course Objectives:

- COB 1: To inculcate about Corporate Governance in all walks of life.
- COB 2: To help in understanding the importance of Corporate Governance.
- COB 3: To understand the land marks in emergence of Corporate Governance.

Course Outcomes:

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

- CO 1: Describe the meaning of Corporate Governance.
- CO 2: Explain the importance of Corporate Governance in Indian Scenario.
- CO 3: Identify various models of Corporate Governance.
- CO 4: Compare and contrast the practical applications of corporate governance and employees.
- CO 5: Evaluate corporate social responsibilities and sustainability.

UNIT-I:

Corporate Governance: An overview – Theory and Practice of Governance- Indian model of Governance- Good Corporate Governance – Land marks in emergence of Governance
OECD Principles – Sarbanes-Oxley Act 2002- SEBI Initiatives

UNIT-II:

Corporate Governance Indian Scenario: Role of Government in Ensuring Corporate Governance - Governance issues relating to Board of Directors – Duties and responsibilities of Auditors – Governance under limited competition – Role of Media – Corporate Governance in Developing and Transiting Economies.

UNIT-III:

Land marks in emergence of Corporate Governance: CG Committees – OECD Principles- McKinsey Survey on CG –Indian Committees and guidelines – Models of Governance – Managerial Obligations- Obligations towards employees, Customers, and Investors.

UNIT-IV:

Corporate Governance and other Stakeholders: Corporate Governance and employees, Customers, Institutional Investors Creditors, Community and Government – Grievance Redressal Process – Poor Track Record of Shareholder Protection

UNIT-V:

The Reality of the Board Room: Directors’ Capabilities and Responsibilities – Board effectiveness – Assessment of Directors, Boards, and Companies – Corporate Risk Management - Corporate Social Responsibilities and Sustainability.

Reference Books:

1. S.K. Mandal: “**Ethics in Business and Corporate Governance**”, TMH, New Delhi, 2012.
2. S. Prabhakaran: “**Business Ethics and Corporate Governance**”, Excel Books, New Delhi, 2011.
3. N. Balasubramanyam: “**A Case Book on Corporate Governance and Stewardship**”, TMH., New Delhi, 2011.
4. A.C. Fernando: “**Business Ethics and Corporate Governance**”, Pearson Publishers, New Delhi, 2013.
5. Bob Tricker: “**Corporate Governance**”, Oxford University Press, New Delhi, 2010.

IX Semester	GLOBAL HUMAN RESOURCE MANAGEMENT	4	100
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Course Objectives:

- COB 1: To make aware of the various concepts of global human resource management.
- COB 2: To help in understanding the importance of global human resource management. Practices.
- COB 3: To help in analysing the role of culture in GHRM.
- COB 4: To help in understanding problems faced by multinational corporations.

Course Outcomes:

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

- CO 1: Describe the meaning and concepts of Global Human Resource management practices.
- CO 2: Explain about issues in managing international assignments.
- CO 3: Distinguish between various factors affecting cross cultural management.
- CO 4: Compare and contrast global compensation management practices and domestic practices.
- CO 5: Research Global HRD climate.

UNIT-I:

Introduction: A Global HR Perspective in New Economy-Challenges of Globalization - Implications of Managing People and Leveraging Human Resource- - Conflicts - Strategic Role of International HRM – Global HR Planning – Staffing policy – Training and development – performance appraisal –International Labour relations – Industrial democracy – Talent crunch – Indian MNCs and Challenges - Legal content of Global HRM.

UNIT-II:

Managing International Assignments: Significance – Selection methods - Positioning Expatriate – Repatriate – factors of consideration - Strategies - International assignments for Women - Problems.

UNIT-III:

Cross Culture Management: Importance – Concepts and issues – theories- considerations - Problems – Skill building methods – Cross Culture Communication and Negotiation – Cross Culture Teams.

UNIT-IV:

Compensation Management: Importance – Concepts- Trends - Issues – Methods – Factors of Consideration – Models – incentive methods – global compensation implications on Indian systems - Performance Management.

UNIT-V

Global Strategic Advantages through HRD: Measures for creating global HRD Climate – Strategic Frame Work of HRD and Challenges - Globalization and Quality of Working Life and Productivity – Challenges in Creation of New Jobs through Globalization- New Corporate Culture

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books:

1. Subba Rao P: “International Human Resource Management”, Himalaya Publishing House, Hyderabad, 2011.
2. Nilanjan Sen Gupta: “International Human Resource Management Text and cases” Excel Books, New Delhi.
3. Tony Edwards: “International Human Resource Management”, Pearson Education, New Delhi, 2012.
4. Aswathappa K, Sadhana Dash: “International Human Resource Management, TMH, New Delhi.
5. Monir H Tayeb: “International Human Resource Management”, Oxford Universities Press, Hyderabad, 2012.

IX Semester	GLOBAL FINANCIAL MANAGEMENT	4	100
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Course Objectives:

- COB 1: To create awareness on global financial management.
- COB 2: To help in understanding concepts of interest rates and exports.
- COB 3: To help in analysing global business practices and operations.

Course Outcomes:

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

- CO 1: Describe the meaning and concepts of global financial management.
- CO 2: Explain about Management of Exchange and Interest Rates Exposure.
- CO 3: Distinguish management of Global Business Operations and Practices with that of domestic operations.
- CO 4: Compare international investment decisions.
- CO 5: Research on global indebtedness.

UNIT-I:

Introduction to Global Financial Management: Globalization and MNCs- Global Winds of Change- New Challenges and Opportunities- Importance of Global Factors- Regulatory and Legal Frame Work- Global Organizational Restructuring- International Monetary System-Exchange Rates and Par Values- International Monetary Reforms- Special Drawing Rights (SDR) –SDR Allocation.

UNIT-II:

Management of Exchange and Interest Rates Exposure: Determination of Exchange Rates-Balance of Payments (Equilibrium vs Disequilibrium)- International Trade Flow-Time factor in International Risks- Hedging in Swap Market- Measurement of Politico Economics Risk-Management of International Transactions Exposure.

UNIT-III:

Management of Global Business Operations and Practices: Operational Strategies of MNCs-Management of Global Business Practices- Sources of funds for MNCs- Operations in International Financial Markets- Inter-Corporate Funds Flow- Market for Currency Futures and Currency Options.

UNIT-IV:

International Investment Decision: Foreign Direct Investment- International Capital Budgeting- Evaluation and Management of Political Risk- Global Portfolio Investment-International Global Financial Decisions- Role of Multi-Lateral Development Banks-Global Financial Market Instruments- Management of Interest Rate Risk- Shorter Asset and Liability Management.

UNIT-V:

Global Indebtedness: External Resources and Development- Nature and Magnitudes of External Debt- Factors influencing Debt Crisis- Management of external Indebtedness and Challenges- Short -Term Financing- Internal Financing by MNCs.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books:

1. Jeff Madura, "International Financial Management" Cengage Learning Limited, 2008.
2. PG Apte, "International Financial Management" Tata McGraw Hill Limited, 2009.
3. Vyuptakesh Sharan, "International Financial Management" PHI, 2012.
4. V.A. Avadhani, "International Financial Management" Himalaya Publishing House, 2009.

IX Semester	PROMOTION AND DISTRIBUTION MANAGEMENT	4	100
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Course Objectives:

- COB 1: To help in understanding of basic concepts of Promotional and Distribution Management.
- COB 2: To help in understanding the importance of Promotional and Distribution Management in business.
- COB 3: To help in analysing the effects of Promotional and Distribution Management.

Course Outcomes:

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

- CO 1: Describe the meaning of Promotional Management.
- CO 2: Explain the importance of Distribution Management.
- CO 3: Demonstrate Marketing Channels used for promotion and distribution management.
- CO 4: Compare Channel Institutions and Designing Channel System.
- CO 5: Examine on Ethical and Social Issues in Distribution Management.

UNIT-I:

Introduction to Promotional Management: Sales Display and Sales Promotion- Sales Promotion Objectives- Types of Sales Displays- Factors Influencing Sales Promotion- Tools of Sales Promotion- Sales Promotion Strategies- Sales Promotion and Consumer Behavior- Consumers Price Perceptions- Perceived Risk and Attitudes- Types of Promotion.

UNIT-II:

Introduction to Distribution Management: Physical Distribution Management- The Concepts of Total Distribution Costs and Cost Trade-offs- Customer Service Standards- Strategic Issues in Physical Distribution- Challenges and Opportunities- From Physical Distribution to Marketing Logistics- Major Logistics Functions

UNIT-III:

Marketing Channels: Nature and Importance of Marketing Channels- Emergence of Marketing Channel Structures- Types of Marketing Channels- Direct Marketing Channels vs Indirect Marketing Channels- Problems in Distribution- Selection of Distribution Channels- Channel Decisions

UNIT-IV:

Channel Institutions and Designing Channel System: Wholesaling- Agent Wholesaling Middle Man- Patterns in Wholesaling- Wholesaler Marketing Decision- Changing Patterns- Channel Design Decisions- Channel Design Comparison Factors- Ideal Channel Structure-Types of Channels- Implementation and Integration of Channel Design.

UNIT-V:

Ethical and Social Issues in Distribution Management: Business Ethics and Sales Management - Ethical Issues facing Sales Managers - Managing Sales Ethics - Modeling Ethical Behavior - Making Decisions on Ethical Problems - Building a Sales Ethics Programme- International Distribution - Challenges in Managing an International Distribution Strategy.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books:

1. K. Shridhara Bhat: "Sales and Distribution Management", Himalaya Publishing House, 2011.
2. Dr. Matin Khan: "Sales and Distribution Management", Excel Books, New Delhi, 2005.
3. Pingali Venugopal: "Sales and Distribution Management", Sage Publications, New Delhi, 2008.
4. Dr. S. L. Gupta: "Sales and Distribution Management", Excel Books, 2010.

IX Semester	CYBER LAWS & SECURITY	4	100
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Course Objectives:

- COB 1: To help in understanding basic concepts in cyber security.
- COB 2: To help in understanding the importance of Secure System Planning and administration
- COB 3: To help in analysing the effects of Secure System Planning and administration.

Course Outcomes:

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

- CO 1: Describe the meaning and concepts of cyber security.
- CO 2: Explain the importance of Secure System Planning and administration.
- CO 3: Distinguish Information security policies and procedures in organizations.
- CO 4: Compare and contrast the practical applications of Information security systems.
- CO 5: Research on Organizational and Human Security.

UNIT-I:

Introduction to Computer Security: Definition, Threats to security, Government requirements, Information Protection and Access Controls, Computer security efforts, Standards, Computer Security mandates and legislation, Privacy considerations, International security activity.

UNIT-II:

Secure System Planning and administration: Introduction to the orange book, Security policy requirements, accountability, assurance and documentation requirements, Network Security, The Red book and Government network evaluations.

UNIT-III:

Information security policies and procedures: Corporate policies- Tier 1, Tier 2 and Tier3 policies - process management-planning and preparation-developing policies-asset classification policy-developing standards.

UNIT-IV:

Information security: fundamentals-Employee responsibilities-information classification Information handling- Tools of information security- Information processing-secure program administration.

UNIT-V:

Organizational and Human Security: Adoption of Information Security Management Standards, Human Factors in Security- Role of information security professionals.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books:

1. Debby Russell and Sr. G.T Gangemi, "Computer Security Basics (Paperback)", 2nd Edition, O' Reilly Media, 2006.
2. Thomas R. Peltier, "Information Security policies and procedures: A Practitioner's Reference", 2nd Edition Prentice Hall, 2004.
3. Kenneth J. Knapp, "Cyber Security and Global Information Assurance: Threat Analysis and Response Solutions", IGI Global, 2009.
4. Thomas R Peltier, Justin Peltier and John blackley, "Information Security Fundamentals", 2nd Edition, Prentice Hall, 1996.
5. Jonathan Rosenoer, "Cyber law: the Law of the Internet", Springer-verlag, 1997.

IX Semester	INTERNATIONAL HUMAN RESOURCE MANAGEMENT	4	100
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UNIT I

Introduction: A Global HR Perspective in New Economy-Challenges of Globalization - Implications of Managing People and Leveraging Human Resource - Strategic Role of International HRM – Distinction between Domestic and International HRM – HR Challenges at International Level.

UNIT II

Managing International Assignments: Significance -Global HR Planning – Staffing policy – Training and development – performance appraisal –International Labour relations – Industrial democracy - Positioning Expatriate – Repatriate – factors of consideration - Strategies - Legal content of Global HRM- International assignments for Women - Problems.

UNIT III

Cross Culture Management: Importance – Concepts and issues – theories- considerations - Problems – Skill building methods – Cross Culture Communication and Negotiation – Cross Culture Teams. Talent crunch – Indian MNCs and Challenges.

UNIT IV

Compensation Management: Objectives -Importance – Concepts- Trends - Issues – Methods – Factors of Consideration – Models – incentive methods – Approaches of Compensation in Global Assignments - global compensation implications on Indian systems - Performance Management.

UNIT V

Global Strategic Advantages through HRD: Measures for creating global HRD Climate – Strategic Frame Work of HRD and Challenges - Globalization and Quality of Working Life and Productivity – Challenges in Creation of New Jobs through Globalization- New Corporate Culture.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Subba Rao P: “International Human Resource Management”, Himalaya Publishing House, Hyderabad, 2011
2. NilanjanSen Gupta: “International Human Resource Management Text and cases” Excel Books, New Delhi.
3. Tony Edwards :“International Human Resource Management”, Pearson Education, New Delhi, 2012
4. Aswathappa K, Sadhana Dash: “International Human Resource Management, TMH, New Delhi,
5. Monir H Tayeb: “International Human Resource Management”, Oxford Universities Press, Hyderabad, 2012.

IX Semester	LABOR WELFARE & LEGISLATION	4	100
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Course Objectives:

- COB 1: To help in understanding different legislations in labour welfare.
- COB 2: To establish practical understanding about the applications of legislations.
- COB 3: To help in analyzing the impact of legislations on Human Resource Welfare practices.

Course Outcomes:

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

- CO 1: Describe the meaning and concept of welfare legislations.
- CO 2: Explain legislations relating to industrial relations.
- CO 3: Distinguish wage and social security legislations
- CO 4: Compare labour welfare in Indian organizations.
- CO 5: Research on labour welfare programs in India and contribution of CBWE.

UNIT-I:

Welfare Legislation: Factories Act 1948, Mines Act 1952, Plantation Labour Act 1951, Contract Labour (Regulation and Abolition) Act 1970 and A.P. Shops and Establishments Act.

UNIT-II:

Industrial Relations Legislation: Industrial Disputes Act 1947; Industrial Employment (standing orders) Act 1946 and Trade Unions Act 1926.

UNIT-III:

Wage and Social Security Legislation: Payment of wages Act 1936 - Minimum wages Act 1948 - Payment of Bonus Act 1966 -. Payment of Gratuity Act 1972 - Workmen's Compensation Act 1923 - Employees State Insurance Act 1948 - Maternity Benefit Act 1961 and Employees Provident Fund and Miscellaneous Provisions Act 1952.

UNIT-IV:

Labour Welfare: Concept, scope and philosophy, principles of labour welfare, Indian constitution on labour, Agencies of labour welfare and their role. Impact of ILO on labour welfare in India. Labour problems – Indebtedness, Absenteeism, Alcoholism, Personal and Family Counselling.

UNIT-V:

Labour welfare programmes: Statutory and non-statutory, extra mural and intra mural, Central Board of Workers' Education; Workers' Cooperatives; Welfare Centers, Welfare Officers' Role, Status and Functions. Role of social work in industry.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books:

1. Govt. of India (Ministry of Labour, 1969). Report of the Commission on Labour Welfare, New Delhi: Author.
2. Govt. of India (Ministry of Labour, 1983). Report on Royal Commission on Labour in India, New Delhi: Author.
3. Malik, P.L: "Industrial Law", Eastern Book Company. Laknow, 1977.
4. Moorthy, M.V: "Principles of Labour Welfare", Oxford University Press, New Delhi.
5. Pant, S.C: "Indian Labour Problems", Chaitanya Pub. House. Allahabad.

IX Semester	RISK MANAGEMENT (ELECTIVE VIII-FINANCE	4	100
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Course Objectives:

- COB 1: To make aware of the various concepts of risk management.
- COB 2: To help in understanding the importance of risk management.
- COB 3: To help in analyzing the role risk management in Business.
- COB 4: To help in understanding problems faced in risk management.

Course Outcomes:

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

- CO 1: Describe the meaning and concepts of risk management.
- CO 2: Explain about issues in measurement of risk.
- CO 3: Distinguish between various factors affecting management and measurement of risk.
- CO 4: Compare Regulatory and Other Issues in Risk Management.
- CO 5: Research on Important Concepts of Risk Management.

UNIT-I:

Introduction to Risk Management: Role of Financial Institutions- Future Trends and Global Issues- Financial Services provided by Intermediaries- Need of Risk Management- What is Risk- Sources of various Risk- Risk Management frame work in Organization- Identification of Risks like Liquidity Risk, Market Risk, Foreign Exchange Risk, Operational Risk etc.

UNIT-II:

Measurement of Risks: Measurement of Interest Rate Risk and Market Rate Risk- Measurement of Credit Risk- Measurement of operational and Technology Risk- Measurement of Foreign Exchange and Sovereign Risk- Measurement of Liquidity Risk- Measurement of Off-Balance Sheet Risks.

UNIT-III:

Management of Risks: Risk Management Tools- Interest Rate Risk Management- Market Risk Management- Credit Risk Management- Operational Risk Management- Foreign Exchange and Sovereign Risk Management- Liquidity Risk Management- Management of Capital Adequacy- Risk Reporting

UNIT-IV:

Regulatory and Other Issues in Risk Management: Regulatory Frame Work- Revised RBI Risk Management Norms to Banks- Organizational Structure for Market and Credit Risk- SEBI, NHB- Bank for International Settlement- BASEL Committee on Banking Supervision- BASEL Settlement I, II & III- Calculation of Minimum Capital Requirements.

UNIT-V:

Important Concepts of Risk Management: Time Value of Money- Advance Bond Concepts- Calculation of VaR- Balck-Scholes Model- Moody's KMV Portfolio Manager- Probability Distribution and Fundamentals of Statistics- Derivative Products and its Markets- Margin and Mark-to-Market.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books:

1. Dr. G. Kotreshwar: "Risk Management", Himalaya Publishing House, Delhi. 2012.
2. Trieschmann, Hoyt, Sommer: "Risk Management and Insurance", Cengage Learning. 2005.
3. Dhanesh Kumar Khatri: "Derivatives and Risk Management", Mac Millan, 2012.
4. Vivek, P.N. Asthana: "Financial Risk Management", Himalaya Publishing House, Delhi. 2012.
5. Rene M. Stulz. "Risk Management & Derivatives" Cengage Learning. 2003.

IX Semester	GLOBAL MARKETING MANAGEMENT (ELECTIVE VIII-MARKETING)	4	100
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Course Objectives:

- COB 1: To help in understand basic concepts in Global Marketing Management.
- COB 2: To help in understanding the importance of Global Marketing Management.
- COB 3: To help in analyzing the effects of Global Marketing Management.

Course Outcomes:

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

- CO 1: Describe the meaning of Global Marketing Management.
- CO 2: Explain the importance of International marketing strategy.
- CO 3: Distinguish Global Product & Price management from that of domestic management.
- CO 4: Compare Global Marketing Channels and Promotion for global markets with domestic markets.
- CO 5: Research on Export procedures and documents.

UNIT-I:

Introduction to Global Marketing: Scope and Significance of global Marketing, - Difference between global and domestic marketing – The growing attractiveness of developing country market – International orientations, Stages of internationalization, Driving and restraining forces of global markets, Participants in international marketing.

UNIT-II:

International marketing strategy: Entry strategies in Global markets – modes of entries in global markets – global market segmentation – international targeting – criteria for targeting, selecting a global target market – Global product positioning strategy. Business Customs in global Market – strategies for FDI and FIIs - Entry Strategies of Indian Firms

UNIT-III:

Global Product & Price management: International product mix – Managing Global Research and Development for product management– Product diffusion and adoption in global markets – International Product Life Cycle – Product and culture – Global brand leadership – : Environmental influences on Pricing Decisions – Grey Market goods – Transfer pricing – Global Pricing – Policy Alternatives – Constraints on global pricing

UNIT-IV:

Global Marketing Channels and Promotion for global markets: channels – Innovations in global channels – Channel strategy for new market entry – Distribution Structures – Global Distribution Patterns - Challenges in Managing An Global Distribution Strategy – Selecting Foreign Country Market intermediaries - Global Advertising and branding - Export Policy Decisions of a firm - Export costing and pricing – EXIM policy of India.

UNIT-V:

Export procedures and documents: Preliminaries: inquiry and offer – confirmation of offer – export license – finance – production /procurement of goods – shipping space – packing and marketing – quality control and pre – shipment inspection – excise clearance – customs formalities – negotiation and documents – standardization and aligned pre-shipment documents – documents related to goods – documents related to shipments.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books:

1. Francis Cherunilam: International marketing, 11th Edition, Himalaya Publication House, 2010
2. Warren J Keegan: Global Marketing Management, 5th Edition, Prentice Hall of India Private Limited.
3. Philip R. Cateora, John L. Graham: International Marketing 11/e, Tata McGraw-Hill Co. Ltd., 2002.
4. R. Srinivasan: International Marketing, Prentice-Hall of India Pvt. Ltd., 2010.
5. U.C Mathur: International Marketing Management, Sage Publications, New Delhi, 2008.
6. Kotabe, Peloso: International Marketing, Wiley India, New Delhi, 2020.

IX Semester	INFORMATION SYSTEMS & AUDIT (ELECTIVE VIII-SYSTEMS)	4	100
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Course Objectives:

- COB 1: To help in understanding basic concepts in Information Systems Audit.
- COB 2: To help in understanding the importance of Information and systems audit.
- COB 3: To help in analyzing the effects of Information Systems and Audit.

Course Outcomes:

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

- CO 1: Describe the meaning and concepts of Information System Auditing.
- CO 2: Explain the importance of Management Control Framework.
- CO 3: Distinguish Management Control Framework required for establishing effective controls.
- CO 4: Compare and contrast Evidence Evaluation systems.
- CO 5: Research corporate governance issues in Indian context.

UNIT-I:

Overview of Information System Auditing: Effect of Computers on Internal Controls, Effects of Computers on Auditing, Foundations of information Systems Auditing, Conducting an Information Systems Audit.

UNIT-II:

The Management Control Framework-I: Introduction, Evaluation the Planning Function, Leading Function and Controlling Function, Systems Development - Management Controls, Approaches to Auditing Systems Development , Normative Models of the Systems Development Process, Evaluating the Major phases in the Systems Development Process, Programming Management Controls, Data Resource Management Controls.

UNIT-III:

The Management Control Framework-II: Security Management Controls, Operations Management Controls Quality Assurance Management Controls- Case Studies.

UNIT-IV:

Evidence Collection: Audit Software, Code Review, Test Data, and Code Comparison, Concurrent Auditing techniques, Interviews, Questionnaires, and Control Flowcharts. Performance Management tools- Case Studies.

UNIT-V:

Evidence Evaluation: Evaluating Asset Safeguarding and Data Integrity, Evaluating System Effectiveness, Evaluating System Efficiency. Information Systems Audit and Management: Managing the Information Systems Audit Function,

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books:

1. Ron Weber: "Information Systems Control and Audit", Pearson Education, 2013.
2. D P Dube: Information System Audit and Assurance, TMH, New Delhi, 2008.

IX Semester	MANAGEMENT OF INDUSTRIAL RELATIONS (ELECTIVE IX-HR)	4	100
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Course Objectives:

- COB 1: To make aware of the various concepts of Industrial Relations.
- COB 2: To help in understanding the importance of congenial Industrial relations.
- COB 3: To help in analyzing the role of industrial relations in organizational development.
- COB 4: To help in understanding problems faced by organizations in maintaining industrial relations.

Course Outcomes:

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

- CO 1: Describe the meaning and concepts of industrial relations.
- CO 2: Explain about contribution of Trade unions in managing industrial relations.
- CO 3: Distinguish between various factors affecting quality of work life
- CO 4: Compare social security in India and other countries.
- CO 5: Discuss research on employee grievances and its causes.

UNIT-I:

Industrial Relations Management: Concept- Evaluation –Background of industrial Relations in India- Influencing factors of IR in enterprise and the consequences. Economic, Social and Political environments- Employment Structure –Social Partnership-Wider approaches to industrial relations- Labour Market.

UNIT-II:

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

UNIT-III:

Quality of Work Life: Workers’ Participation in Management - Worker’s Participation in India, shop floor, Plant Level, Board Level- Workers’ Welfare in Indian scenario- Collective bargaining concepts & Characteristics –Promoting peace.Wage and Salary administration: Nature & Significance of wage, salary administration, essentials- Minimum wage- Fair wage, Real wage, Incentives & fringe benefits. Issues and Constraints in Wage Determination in India.

UNIT-IV:

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

UNIT-V:

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

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books:

1. C.S Venkataratnam: “Industrial Relations”, Oxford University Press, New Delhi, 2011.
2. Sinha: “Industrial Relations, Trade Unions and Labour Legislation”, Pearson Education, New Delhi, 2013.
3. Mamoria: “Dynamics of Industrial Relations”, Himalaya Publishing House, New Delhi, 2010.
4. B.D.Singh: “Industrial Relations” Excel Books, New Delhi, 2010.
5. Arun Monappa: “Industrial Relations”, TMH, New Delhi, 2012.
6. Prof. N.Sambasiva Rao and Dr. Nirmal Kumar: “Human Resource Management and Industrial Relations”, Himalaya Publishing House, Mumbai.
7. Ratna Sen: “Industrial Relations”, MacMillon Publishers, New Delhi, 2011.

IX Semester	TAXATION	4	100
	(ELECTIVE IX-FINANCE)		

TAXATION

Objective: To acquaint the students with the theoretical and practical aspects of direct taxes including wealth taxes.

Unit –I

General Principles of Tax – Direct and Indirect Taxes – State Power to Levy Tax – Tax System – Provisions of Income Tax Act 1961 – Finance Act – Basic Concepts.

Unit- II

Income Tax – Deductions, Computation, Payment and Accounting- deductions from Gross Total Income, Rebates and Reliefs and Computation of Taxable Income and Tax Payable, Filing of Income Tax Returns – Provisions, Forms and Due Dates, Notices and Assessments.

Unit III

Tax Planning for Firms, HUFs and AOPs- partnership firm under Income Tax Law, tax deductions available to firms, Provisions relating to interest and remuneration paid to partner, Computation of partnership firms’ book profit, Set-off and carry-forward of losses of Firms and taxation of HUFs and Associations of Persons (AOPs).

Unit IV

Corporate Taxation- Computation of taxable income, Carry-forward and set-off of losses for companies, Minimum Alternative Tax (MAT), Set-off and Carry-forward of Amalgamation Losses, Tax Planning for Amalgamation, Merger and Demerger of Companies, Tax Provisions for Venture Capital Funds

Unit V

Tax Audit and Accounting for Income Tax - Tax Audit, Qualities and Qualifications Required in Tax Auditors, Forms, Reports and Returns and Tax Reporting and Disclosure in Financial Statements

Suggested Readings:

1. Dr. V.K. Singhania & Dr. Kapil Singhania, Direct Taxes Law and Practice, Taxman Publications Pvt. Ltd., New Delhi.
2. Bhagavati Prasad, Direct Taxes Law and Practice, Wishwa Prakashan, New Delhi.
3. Dinkar Pagare, Income Tax and Practice, Sultan Chand and Sons, New Delhi.

IX Semester	RETAIL MARKETING (ELECTIVE IX-MARKETING)	4	100
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Course Objectives:

- COB 1: To acquaint the students with the concepts, principles and strategies of retail management.
- COB 2: To familiarize the student with the different scenarios of retail formats existing in the market world.

Course Outcomes:

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

- CO 1: Describe basic concepts in retail management.
- CO 2: Describe the strategies existing in the retail management.
- CO 3: Discuss various pricing approaches available in the retail marketing about the different opportunities available in selecting a location.
- CO 4: Discuss about the different merchandise techniques, store layouts & designs existing in the retail management.
- CO 5: Explain retail marketing with respect to Indian Scenario.

UNIT- I:

Introduction to the world of Retailing: Advent of retailing – Significance - Functions of retailing - Types of retailing -Customer buying behavior.

UNIT- II:

Retailing Strategy: Target market & Retail format - Growth strategies - Strategic retail planning process - Factors to be considered for retail planning, Location strategies: Shopping centers –Freestanding sites – Location and retail strategies- Factors affecting the demand for a region or trade area –Factors affecting the attractiveness of a site.

UNIT- III:

Human resources & Administrative Strategy: Designing the organizational structure for retail firm - Retail organization structures Pricing and Communication Strategies in Retailing: Retail pricing strategies –Approaches for setting pricing – Pricing adjustments – Using price to stimulate retail sales – Promoting the merchandise – Implementing an advertising plan.

UNIT- IV:

Merchandize Management: Merchandize planning - Sources of merchandize -Category Management - Buying systems to stores - Allocation of merchandize. Store Management: Objectives of a good store design –Store design – Store layout – Space planning – Merchandise presentation techniques and atmospherics

UNIT- V:

Retailing in India: The present Indian retail scenario – Factors affecting retailing in India – Region wise analysis of Indian retailing – Retailing opportunities in India. CRM in retail management, prompt delivery, Customer satisfaction after sales service

etc.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any Sunit.

Reference Books:

1. Levy & Weitz, Retailing Management, 5th Ed, TMH, 2006
2. Swapna Pradhan, Retailing Management Texts & Cases, McGraw Hill Companies 2007.
3. A.J.Lamba, The art of Retailing, TMH, 2006.
4. Andrew J Newmann & Petes cullen, 1st Ed, Retailing Management, Thomson Learning, 2007.
5. George H Lucas, Robert P Bugh & Larry G. Gresham, Retatiling Management, 1997 1st, AIPD.

IX Semester	INTERNATIONAL FINANCIAL MANAGEMENT	4	100
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Objective: to enlighten the students with the Concepts and Practical applications of International Financial Management.

Unit I

International Monetary and Financial System: Evolution; Breton Woods Conference and Other Exchange Rate Regimes; European Monetary System, South East Asia Crisis and Current Trends.

Unit II

Foreign Exchange Risk: Transaction Exposure; Accounting Exposure and Operating Exposure – Management of Exposures – Internal Techniques, Management of Risk in Foreign Exchange Markets: Forex Derivatives – Swaps, futures and Options and Forward Contracts (Cases).

Unit III

Features of Different International Markets: Euro Loans, CPs, Floating Rate Instruments, Loan Syndication, Euro Deposits, International Bonds, Euro Bonds and Process of Issue of GDRs and ADRs.

Unit IV

Foreign Investment Decisions : Corporate Strategy and Foreign Direct Investment; Multinational Capital Budgeting; International Acquisition and Valuation, Adjusting for Risk in Foreign Investment.

Unit V

International Accounting and Reporting; Foreign Currency Transactions, Multinational Transfer Pricing and Performance Measurement; Consolidated Financial Reporting.

(Case Studies are Compulsory)

References:

1. Buckley Adrin, Multinational Finance, 3rd Edition, Engle Wood Cliffs, Prentice Hall of India.
2. S.P.Srinivasan, B.Janakiram, International Financial Management, Wiley India, New Delhi.
3. Clark, International Financial Management, Cengage, ND
4. V.Sharan, International Financial Management, 3rd Edition, Prentice Hall of India.
5. A.K.Seth, International Financial Management, Galgothia Publishing Company.
6. P.G.Apte, International Financial Management, Tata McGraw Hill, 3rd Edition.
7. Bhalla, V.K., International Financial Management, 2nd Edition, New Delhi, Anmol, 2001.
8. V.A.Avadhani, International Financial Management, Himalaya Publishing House.
9. Bhalla, V.K., Managing International Investment and Finance, New Delhi, Anmol, 1997.

IX Semester	International Marketing Management	4	100
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International Marketing Management

Objective: to enlighten the students with the Concepts and Strategies of Global Marketing.

Unit – I

Globalization: Scope and Objectives – Major Decisions in Global Business - Environmental Factors Effecting global Business; Economic Environment – Cultural Environment – Political Environment – Legal Environment – Regional Integration and Global Trade Protectionism.

Unit – II

Perspective of Global Markets: Global Marketing Research and Information – Information Requirements of Global Markets – Organization for Global Market Research – Global Marketing Information System - Segmenting the Global Market – Segmentation Basis and Process – Global Markets and Criteria for Grouping Countries.

Unit – III

Global Marketing Decisions: Product Policy and Planning – Global Pricing Strategies – Global Channels of Distribution.

Unit – IV

Global Advertising – Multinational Sales Management and Foreign Sales Promotion – Export Procedure & Documentation – Special Economic Zones.

Unit – V

Planning and Control of Global Marketing Operations: Organization and Control in global Marketing – Marketing Planning and Strategy for Global Business.

(Case Studies are Compulsory)

References:

1. Warden J. Keegan : Global Marketing Management
2. Keifer Lee, Steve Carter, Global Marketing Management, Oxford University Press.
3. Gillispe, International Marketing, Cengage, ND
4. Jean-Pierre Jennet & H. David Hennessey, Global Marketing Strategies, Wiley India, Delhi.
5. Vasudeva: International Marketing, Excel Publications.
6. Dana-Nicoleta Lasca, International Marketing, Wiley India, New Delhi.
7. Varshney R.L. & Bhattacharya : International Marketing Management
8. Subhash C.Jain : International Marketing Management
9. Saravanauel. P : International Marketing.

IX Semester	CLOUD COMPUTING	4	100
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OBJECTIVES:

- The student will learn about the cloud environment, building software systems and components that scale to millions of users in modern internet cloud concepts capabilities across the various cloud service models including Iaas, Paas, Saas, and developing cloud based software applications on top of cloud platforms.

UNIT –I

Systems modeling, Clustering and virtualization

Scalable Computing over the Internet, Technologies for Network based systems, System models for Distributed and Cloud Computing, Software environments for distributed systems and clouds, Performance, Security And Energy Efficiency

UNIT- II

Virtual Machines and Virtualization of Clusters and Data Centers Implementation Levels of Virtualization, Virtualization Structures/ Tools and mechanisms, Virtualization of CPU, Memory and I/O Devices, Virtual Clusters and Resource Management, Virtualization for Data Center Automation.

UNIT- III

Cloud Platform Architecture

Cloud Computing and service Models, Architectural Design of Compute and Storage Clouds, Public Cloud Platforms, Inter Cloud Resource Management, Cloud Security and Trust Management. Service Oriented Architecture, Message Oriented Middleware.

UNIT –IV

Cloud Programming and Software Environments

Features of Cloud and Grid Platforms, Parallel & Distributed Programming Paradigms, Programming Support of Google App Engine, Programming on Amazon AWS and Microsoft Azure, Emerging Cloud Software Environments.

UNIT- V

Cloud Resource Management and Scheduling

Policies and Mechanisms for Resource Management Applications of Control Theory to Task Scheduling on a Cloud, Stability of a Two Level Resource Allocation Architecture, Feedback Control Based on Dynamic Thresholds. Coordination of Specialized Autonomic Performance Managers, Resource Bundling, Scheduling Algorithms for Computing Clouds, Fair Queuing, Start Time Fair Queuing, Borrowed Virtual Time, Cloud Scheduling Subject to Deadlines, Scheduling MapReduce Applications Subject to Deadlines.

OUTCOMES:

- Understanding the key dimensions of the challenge of Cloud Computing
- Assessment of the economics , financial, and technological implications for selecting cloud computing for own organization
- Assessing the financial, technological, and organizational capacity of employer's for actively initiating and installing cloud-based applications.
- Assessment of own organizations' needs for capacity building and training in cloud computing-related IT areas

TEXT BOOKS:

1. Distributed and Cloud Computing, Kai Hwang, Geoffry C. Fox, Jack J. Dongarra MK Elsevier.
2. Cloud Computing, Theory and Practice, Dan C Marinescu, MK Elsevier.
3. Cloud Computing, A Hands on approach, Arshadeep Bahga, Vijay Madiseti, University Press

REFERNCE BOOKS:

1. Cloud Computing, A Practical Approach, Anthony T Velte, Toby J Velte, Robert Elsenpeter, TMH
2. Mastering Cloud Computing, Foundations and Application Programming, Raj Kumar Buyya, Christen vecctiola, S Tammarai selvi, TMH

IX Semester	MANAGING SOFTWARE PROJECTS	4	100
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OBJECTIVES:

- To study how to plan and manage projects at each stage of the software development life cycle (SDLC)
- To train software project managers and other individuals involved in software project planning and tracking and oversight in the implementation of the software project management process.
- To understand successful software projects that support organization's strategic goals

UNIT -I: Introduction

Project, Management, Software Project Management activities, Challenges in software projects, Stakeholders, Objectives & goals

Project Planning: Step-wise planning, Project Scope, Project Products & deliverables, Project activities, Effort estimation, Infrastructure

UNIT -II: Project Approach

Lifecycle models, Choosing Technology, Prototyping

Iterative & incremental Process Framework: Lifecycle phases, Process Artifacts,

Process workflows (Book 2)

UNIT -III: Effort estimation & activity Planning

Estimation techniques, Function Point analysis, SLOC, COCOMO, Use case-based estimation , Activity Identification Approaches, Network planning models, Critical path analysis

UNIT -IV: Risk Management

Risk categories, Identification, Assessment, Planning and management, PERT technique, Monte Carlo approach

UNIT -V: Project Monitoring & Control, Resource Allocation

Creating a framework for monitoring & control, Progress monitoring, Cost monitoring, Earned value Analysis, Defects Tracking, Issues Tracking, Status reports, Types of Resources, Identifying resource requirements, Resource scheduling, Planning Quality, Defining Quality - ISO 9016, Quality Measures, Quantitative Quality Management Planning, Product Quality & Process Quality Metrics, Statistical Process Control Capability Maturity Model

OUTCOMES:

- To match organizational needs to the most effective software development model
- To understand the basic concepts and issues of software project management
- To effectively Planning the software projects
- To implement the project plans through managing people, communications and change
- To select and employ mechanisms for tracking the software projects
- To conduct activities necessary to successfully complete and close the Software projects
- To develop the skills for tracking and controlling software deliverables
- To create project plans that address real-world management challenges

TEXT BOOKS:

1. Software Project Management, Bob Hughes & Mike Cotterell, TATA Mcgraw-Hill
2. Software Project Management, Walker Royce: Pearson Education, 2005.
3. Software Project Management in practice, Pankaj Jalote, Pearson.

REFERENCE BOOKS:

1. Software Project Management, Joel Henry, Pearson Education.

OUTCOMES:

- To match organizational needs to the most effective software development model
- To understand the basic concepts and issues of software project management
- To effectively Planning the software projects
- To implement the project plans through managing people, communications and change
- To select and employ mechanisms for tracking the software projects
- To conduct activities necessary to successfully complete and close the Software projects
- To develop the skills for tracking and controlling software deliverables
- To create project plans that address real-world management challenges

TEXT BOOKS:

4. Software Project Management, Bob Hughes & Mike Cotterell, TATA Mcgraw-Hill
5. Software Project Management, Walker Royce: Pearson Education, 2005.
6. Software Project Management in practice, Pankaj Jalote, Pearson.

REFERENCE BOOKS:

1. Software Project Management, Joel Henry, Pearson Education.

IX Semester	SAP (SYSTEM APPLICATIONS AND PRODUCTS IN DATA PROCESSING) (ELECTIVE IX-SYSTEMS)	4	100
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Course Objectives:

- COB 1: Be familiar with basic Concepts of SAP and Object-Oriented Programming.
- COB 2: To acquire general knowledge on SAP Objective Settings process, Appraisals template Creation and its integrations with other components.
- COB 3: To understand the mechanism of SAP and its Functional Modules.

Course Outcomes:

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

- CO 1: Understand the Date Warehouse and apply the architecture of Data Warehouses.
- CO 2: Understand and Apply the Object-Oriented programming and BPM implementation of plans and strategies to the organization.
- CO 3: Apply the concepts of Organizational Management and Commodity Management.
- CO 4: Understand and Apply the SAP Master Data.
- CO 5: Understand and Apply the SAP functional Modules-FI/CO, HRM, SD.

UNIT-I:

Introduction to data warehouses: Introduction to Data Warehouse, OLTP Systems; Differences between OLTP Systems and Data Warehouse: Characteristics, Functions, Applications and types of Data Warehouse.

SAP Portfolio Overview: Identify the parts of the SAP Portfolio, Listing the key capabilities of SAP Net weaver, considering the Release strategy of SAP

UNIT-II:

Introduction to Object –Oriented Programming: Object-Oriented Programming Model, Analyzing and Design Unified Modeling Language (UML), Class, Objects, Constructors.

Business Processes Management: Definition, Process of BPM, Process Models, BPM Life Cycle, Process Identification, Core Processes, Support Processes.

UNIT-III:

Organizational Management Concepts: **Organizational Management Concepts, Objects Relationships, planning objects, confirm the active plan version, object characteristics. Commodity Management:** SAP Commodity Procurement, SAP Commodity Sales, SAP Commodity Risk Management.

UNIT-IV:

SAP Master Data: Master Data Introduction-Explore SAP ERP Basics Master Data, MDG Overview, Roadmap and Product Portfolio-Explore MDG Introduction Central Governance and Mass Processing-Describe the general concepts and capabilities of SAP MDG, central governance-Illustrate the scope of SAP MDG, central governance in the current version- Understand EIM Product Portfolio.

UNIT-V:

SAP Modules: **FI/CO**-Automatic Payments- Dunning Program-Correspondence- Basics of Parallel Accounting- Document Control-Posting Control- Clearing, **HRM**-Organization management –time management –payroll-ESS& MSS, **SD**-Enterprise Structures in sales and Distribution –Overview of sales Process-master data in sales and distribution.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books:

1. Alex Berson and Stephen J.Smith, “Data Warehousing, Data Mining and OLAP”, Tata McGraw – Hill Edition, Thirteenth Reprint 2008.
2. SAP S/4 HANA. An Introduction written by Devraj Bardhan, Axel Baumartl, Nga-Sze Choi, Mark Dudgeon, Asidhara Lahiri, Bert Meijerink, Andrew Worsley-Tonks.
3. Commodity Derivatives and Risk Management by Prabina.