

**SRM UNIVERSITY**  
(Under section 3 of UGC Act, 1956)

**SCHOOL OF MANAGEMENT**

**MBA FULL TIME**

**CURRICULUM AND SYLLABUS - 2008-10**



**MBA REVISED CURRICULUM 2008 - 2010**

<b>Code No</b>	<b>Course Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SEMESTER – I</b>					
MBN501	Organizational Behaviour	3	-	-	3
MBN503	Managerial Statistics	3	2	-	3
MBN505	Financial & Management Accounting	3	2	-	3
MBN507	Managerial Economics	2	-	-	2
MBN509	Business Law	3	-	-	3
MBN511	Marketing I	2	2	-	2
MBN515	Managerial Oral Communication -I	-	-	4	2
MBN517	Written Case Analysis	-	-	2	1
MBN519	Computer Skills			2	1
<b>TOTAL</b>					<b>20</b>
<b>SEMESTER – II</b>					
		<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
MBN502	Human Resource Management	3	-	-	3
MBN504	Financial Management	3	2	-	3
MBN506	Business Taxation	2	-	-	2
MBN508	Marketing – II	2	2	-	2
MBN510	Production & Operations Management	2	2	-	2
MBN512	Management Information System & ERP	3	-	2	4
MBN514	Business History	2	-	-	2
MBN516	Resource Management Techniques	3	2	-	3
MBN518	Managerial Oral Communication-II	-	-	2	1
MBN520	Managerial Written Communication	-	-	2	1
<b>TOTAL</b>					<b>23</b>
<b>SEMESTER – III</b>					
		<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
MBN607	SUMMER TRAINING (during summer vacation after second semester exam for 8 weeks)	-	-	4	2
MBN601	Ethical Practices In Business	2	-	-	2
MBN603	Quality Management	2	1	-	2
MBN615	Entrepreneurial development	1	-	2	2
MBN609	International Business Management	2	1	-	2
MBN611	Strategic Management	2	1	-	2
MBN613	Business Research Methods	2	-	-	2
MBN605	Software Solutions for Business	-	-	2	1
	4- Electives	8	-	-	8
<b>TOTAL</b>					<b>23</b>
<b>SEMESTER – IV</b>					
		<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	6 Minor Electives	12	-	-	12
MBN602	Project	-	-	12	6
<b>TOTAL</b>					<b>18</b>
<b>TOTAL</b>					<b>84</b>

## SEMESTER – I

<b>MBN501</b>	<b>ORGANISATIONAL BEHAVIOUR</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

### **PURPOSE**

To understand the implications of individual and group behaviour in organizational context

The students will conceptualize the components of individual and group behaviour, understand the practicability of communication and understand the various work situations and apply behavioral techniques-

### **UNIT I**

**10**

Introduction To Organizational Behaviour – Definition of OB – Various Disciplines Acontributing to OB – Harwthrone Experiment - Foundation Of individual Behaviour – Need And importance Of Organizational Behaviour – Nature And Scope – Framework of Organizational Behaviour

### **UNIT II**

**9**

Models-Personality – Types – Factors Affecting Personality Theories – Perception – Importance – Factors influencing Perception – Interpersonal Perception Types, Learning Types of Learning Styles – The Learning Process – Learning Theories

### **UNIT III**

**8**

OB Modification; Motivation – Theories – Importance – Types – Motivation At Work - Values And Attitudes – Characteristics – Components – Formation And Measurement – Group Dynamics – Group Behaviour – Formation – Types Of Groups – Stages of Group Development – Conflict Management – Nature of Conflict – Types of Conflict

### **UNIT IV**

**8**

Leadership – Meaning – Importance Trait, Behavioural and Contingency Theories – Leadership Styles – Leaders Vs Managers; Power and Politics – Sources Of Power – Power Centers – Organisation Politics

### **UNIT V**

**10**

Organizational Structure and Design – Organisation Climate – Factors Affecting Organisation Climate – Importance; Job Satisfaction – Organisation Development – Organisation culture – Organisation Change – Current Trend in OB

**Total=45**

### **Reference Books:**

1. Stephen Robbins, Organisational Behaviour, Prentice Hall of India
2. Udai Pareek, Understanding Organisational Behaviour, Oxford University Press
3. L.M.Prasad, Organisational Behaviour, Sultan Chand & Sons
4. Fred Luthans, Organisational Behaviour, McGraw Hill Book Co.

<b>MBN503</b>	<b>MANAGERIAL STATISTICS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>2</b>	<b>0</b>	<b>3</b>

**UNIT – I** **9**  
 Basic Statistics – Introduction – Measure of Central Tendency & Dispersion – Mean, Weighted Average, Median, Mode, Range, G.D, M.D, S.D

**UNIT – II** **9**  
 Correlation – Simple Correlation, Regression – Simple Regression Time Series – Trend analysis, seasonal variation – Cyclical & Irregular variations (only theory)

**UNIT-III** **9**  
 Sampling Theory – Basic Concepts in sampling theory – T Test, Z Test – One sample mean, Difference between means – F Test, I way ANOVA, 2 way ANOVA -  $\chi^2$  Test – Goodness of fit and Independent of Attributes-Non Parametric Tests – H Test, U Test, K-S Test

**UNIT-IV** **9**  
 Probability – Introduction – Basic Concepts in Probability, Bayers Theorem; - Theory of Distributions – Binomial, Poisson, Normal

**UNIT-V** **9**  
 Decision Theory – Decisions under risk & uncertainty – Decision tree analysis. Multiple Regression analysis

**Total = 45**

**Reference Books:**

1. Statistics for Management by Richard I. Levin David S Rubin
2. Business Statistics by S.P.Gupta
3. Quantitative Techniques for Management by P.R.Vittal
4. Business Statistics by V.K.Kapoor.
5. T.N.Srivastava – Shailaja Rego – Statistics for Management – Tata McGrawhill

<b>MBN505</b>	<b>FINANCIAL &amp; MANAGEMENT ACCOUNTING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>2</b>	<b>0</b>	<b>3</b>

### **PURPOSE**

To understand the foundation of accounting and its implication in the conduct of Business. The purpose of this course is to acquaint the students with the various concepts, techniques, methods, processes of accounting data, analysis, interpretation, decision making.

#### **UNIT 1**

**11**

Financial Accounting & Management-Basics of accounting – concepts and conventions – Preparation of Trading, Profit and Loss Account and Balance Sheet of business units- Interpretation

#### **UNIT 2**

**8**

Analysis of Financial Statements comparative statement, Common Size Statement, Trend Analysis, Ratio Analysis –

#### **UNIT 3**

**8**

Fund Flow Statement and Cash Flow Statement-

#### **UNIT 4**

**11**

Marginal Cost – Cost volume profit analysis-Cost Accounting – Elements of Cost– Cost sheet – Methods of Costing

#### **UNIT 5**

**7**

Budget and Budgetary control – ZBB – Performance budgeting

**Note: Weightage of 60% should be given for problems.**

**Total = 45**

### **Reference Books:**

1. Manmohan & S.N.Goyal, Principles of Management Accounting, Sahitya Bhavan Agra, 2000.
2. Jain & Narang – Advanced Accounting, Kalyani Publishers New Delhi
3. M.Y.Khan and Jain – Management Accounting, Tata McGraw Hill Publishing Co Ltd.,
4. T.Ramachandran – Accounting & Financial Management, Scitech Publications Chennai
5. S.N.Maheswari – Management Accounting, Sultan Chand & Sons, New Delhi

<b>MBN507</b>	<b>MANAGERIAL ECONOMICS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**UNIT I** **6**  
 Basic Concepts, Scope, Importance and Definitions Relevant to Managerial Economics-  
 Factors Influencing Managerial Decision – Managerial Economics and other Disciplines

**UNIT II** **6**  
 Objectives of the Firm – Managerial Decisions-Meaning of Demand- Types of Demand –  
 Determinants of Demand – Demand Functions – Demand Elasticity – Demand  
 Forecasting Methods – Accuracy of Forecasting

**UNIT III** **6**  
 Costs Concepts - Accounting Cost and Economic Cost – determinants of Cost – Cost –  
 Output Relationship – Estimation of Cost – Output Relationship

**UNIT IV** **6**  
 Determinants of Price- Pricing under Different Objectives- Pricing under Different  
 Market Structures- Price Discrimination- Pricing of Joint Products

**UNIT V** **6**  
 Import of Macro & Micro Factor -Money Supply & Demand for Money – Inflation –  
 Business Cycle - Government Policy – Fiscal & Monetary Policy – Indian Government  
 Policy, National Income & Current Issues

**Total = 30**

**Reference Books:**

1. Dominick Salvatore, “Managerial Economics in a Global Economy” 4<sup>th</sup> Edition, Thomson South-Western
2. V.L.Mote et al, “Managerial Economics”, Tata McGraw-Hill Publishing Company Limited, India.
3. John Sloman, “Economics”, Pearson Education, India.
4. Joel Dean, “Managerial Economics”, Prentice – Hall of India.
5. Sumitra Pal, Managerial Economics, Cases & Concepts, Mac Millon India Ltd.,
6. G.S.Gupta, Macro Economics, Tata McGraw Hill Company Ltd., India

<b>MBN511</b>	<b>MARKETING – I</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>2</b>	<b>0</b>	<b>2</b>

## **OBJECTIVES**

To understand fundamental concepts of Marketing in Modern Marketing Practices.

### **UNIT I**

**6**

Defining Marketing in 21<sup>st</sup> Century – Importance – Scope – Changing Scenario of Business & Marketing – Fundamental Marketing Concepts – States of Demand – Paradigm Shifts in Marketing.

### **UNIT II**

**6**

Components of Marketing Mix – Product – Price – Promotion – Physical Distribution - Forecasting – Case Study.

### **UNIT III**

**6**

Consumer Behaviour – Factors Influencing Consumer Behavior – Stages in Buying Decision Process – Post Purchase Behaviour – Business Market Vs Consumer Market – Stages in Industrial Buying Process – Case Study.

### **UNIT IV**

**6**

Levels of Market Segmentation – Segmenting Consumer Markets – Bases for Segmenting Business Markets – Market Targeting – Case Study - Role & Scope of Brands – Brand Equity – Devising a Branding Strategy – Brand Positioning – Developing & Communicating a Positioning Strategy – Writing a Positioning Statement – Differentiation Strategies – Case Study.

### **UNIT V**

**6**

Analyzing Competitors – Competitive Forces – Identifying and Competitive Strategies for Market Leader – Market Challenger – Marketing Follower – Market Nicher Strategies – Product Lifecycle Marketing Strategies – Case Study.

**Total = 30 hours**

### **Text Book:**

**T1** – Philip Kotler, “Marketing Management – A South Asian Perspective”, 12<sup>th</sup> Edition, Pearson Publication.

<b>MBN 515</b>	<b>MANAGERIAL ORAL COMMUNICATION</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>0</b>	<b>0</b>	<b>4</b>	<b>2</b>

**OBJECTIVE**

To develop Oral Communication

Introduction:

**UNIT I**

**8**

Self Introduction – News Reading – Story Telling

**UNIT II**

**6**

Group Discussion – Presentation - Press Meet

**UNIT III**

**5**

Role Plays – Meetings

**UNIT IV**

**5**

Programme Reviews

**UNIT V**

**6**

Presentation

**Total=30**

**Reference Book:**

1. Menakshi Raman, Prakash Singh – Business Communication-Oxford University Press



<b>MBN 515</b>	<b>WRITTEN CASE ANALYSIS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>0</b>	<b>0</b>	<b>2</b>	<b>1</b>

**OBJECTIVE**

To inculcate problem solving, Analytical, decision making and written communication skills for the effective management in an organisation. To expose real life Business environment

<b>CASE STUDY I</b>	<b>PREPARATION &amp; DISCUSSION</b>	<b>4</b>
<b>CASE STUDY II</b>		<b>3</b>
<b>CASE STUDY III</b>		<b>3</b>
<b>CASE STUDY IV</b>		<b>3</b>
<b>CASE STUDY V</b>		<b>2</b>
		<b>Total=15</b>

<b>MBN 519</b>	<b>COMPUTER SKILLS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>0</b>	<b>0</b>	<b>2</b>	<b>1</b>

### **INSTRUCTIONAL OBJECTIVES**

To have hands on experience with Microsoft office tools. Also to learn about sending email & study about various web browsers.

- **MS Word** – Reporting, Editing & Formatting a report document in word. Also to learn about sending Mail-Merge documents. **6**
- **MS Power Point** - Formatting slides & Text in Power Point Presentation. **6**
- **MS Excel** - Managing Data, Functions and Charts in Excel Worksheets. **6**
- **MS Access** - Customizing, Organizing, Sorting & Filtering data and also to create reports for professional data presentation in Access. **6**
- **Networking** - Getting on the Internet, Working with E-mail, Reading a page in a web browser **6**

**Total = 30**

### **Reference Books:**

1. Gini Courter Annette Marquis - Mastering Microsoft Office 2000, Professional Edition, BPB Publications, New Delhi
2. T.Sheela Kumar, S.S.Sridhar, Computer Practice – Anuradha Agencies, Kumbakonam
3. Niranjan shrivastava-Computer Applications in Management-Dreamtech Press,New Delhi

## SEMESTER – II

<b>MBN502</b>	<b>HUMAN RESOURCE MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

The student will be able to understand the concept of Managing Human Resources and work situations. It helps to identify the effective Human Resources and working environment of the organizations-The students will understand the importance of Man Management; understand the importance of Training, performance appraisal, and the importance of time management

### **UNIT I**

**10**

Meaning, Nature and Scope of HRM - Personnel Management Verses HRM-Importance of HRM-Functions of HRM-Classification of HRM Functions-Organisation of HRM Department-Qualities and Qualifications of HRM Managers

### **UNIT II**

**9**

Strategic planning-Basis for HRP – Meaning and Objectives of HRP – Benefits of HRP – Factors affecting HRP – Process of HRP – Analyzing the corporate and unit level strategies – Demand forecasting – Supply forecasting – Estimating the net human resource requirements – Problems of HRP – Recent Trends in HRP

### **UNIT III**

**10**

Definition and objectives of recruitment – Strategic management and recruitment – Company strategies and recruitment strategies – Job Analysis – Purpose & Techniques – Job Description – Job Specification – Recruitment policy – Centralized decentralized recruitment – Searching for prospective Employees/Sources of Recruitment – Traditional sources – Modern sources – Factors affecting Recruitment – Applicants pool-Meaning and definition – Essentials of Selection Procedure – Role of Selection Procedure – Organisation for Selection – Selection Procedure – Application form – Written examination – Preliminary Interview – Psychological Tests – Final Interview – Medical examination – Reference checks – Line Manager’s Decision – Job Offer – Employment – Placement – Problems – Making Effective – Induction – Objectives – Advantages – Retention of Employees

### **UNIT IV**

**8**

Training & Development – Purpose – Need – Importance – Techniques (on the job & off the job) – Evaluation – Benefits – Management Development Programme – Knowledge Management - Job Enlargement – Job Enrichment – Job Evaluation – Meaning – Purpose - Techniques.

## **UNIT V**

**8**

Performance Appraisal – Need – Importance - Techniques – Benefits - Career Planning – Meaning Need – Process – Succession Planning – Career Development – Steps – Career Development Actions – Advantages – Recent Developments – Time Management - Retaining and Motivating – Corporate Social Responsibility.

### **Reference Books:**

1. Memoria C.B Personnel Management – Himalaya Publishers
2. Flippo E.E – Personnel Management – McGraw Hill
3. Subba Rao. A – Personnel & Human Resource Management – Himalaya Publishing House
4. Aswathappa K – Human Resource Management – Tata McGraw Hill, New Delhi,
5. Chandra Mohan A – Human Resource Management – APH Publishing Corporation
6. Arun Monappa – Managing Human Resources – Mac Millan India Ltd.

<b>MBN504</b>	<b>FINANCIAL MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>2</b>	<b>0</b>	<b>3</b>

To introduce the function of Finance in organization and methods in managing funds for business-Finance is concerned with everything that takes place in the conduct of the business. Obviously the subject seeks to develop and acquaint the students with the various Concepts, techniques, and methods of planning forecasting, raising, effective utilization appraisal and to develop and increase the decision making ability in the area of finance.-

<b>UNIT I</b>	<b>8</b>
Nature, Scope and Objectives of Finance Function – organization of finance function – Role of financial managers in general and in India.	
<b>UNIT II</b>	<b>11</b>
Investment Analysis – Traditional Methods – Discounted Cash Flow Methods – Dividend decision and Bonus Issues (excluding theories)	
<b>UNIT III</b>	<b>9</b>
Working Capital Management – Regulation of Working Capital Finance – Sources of Short Term Funds.	
<b>UNIT IV</b>	<b>9</b>
Sources of long term funds – Cost of Capital – Computation Cost of Capital for Each Source and Weighted Average Cost -- Capital Structure – Computation of Indifference Point – Financial Leverage, Operating Leverage – Combined Leverage and its significance	
<b>UNIT V</b>	<b>8</b>
Financial Information System (FIS) – Economic Value Addition (EVA) - Basics of Management Control System – Corporate Governance – Corporate Debt Restructuring.	

**Total = 45**

**Reference Books:**

1. Prasanna Chandra – Financial Management, Tata McGraw Hill, New Delhi.
2. IM Pandey – Financial Management, Vikas Publishing Co, New Delhi.
3. S.N.Maheswari – Financial Management, Sultan & Sons, Delhi
4. M Y Khan & P K Jain - Financial Management, Tata McGraw Hill, New Delhi.

<b>MBN506</b>	<b>BUSINESS TAXATION</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

To provide working knowledge of the law and procedure relating to Central Excise, Customs and Central Sales Tax and to integrate the relevance of these laws with financial planning and managerial decisions.

**UNIT I**

**5**

Introduction - Special features of indirect tax levies - all pervasive nature, contribution to Government revenues; fiscal preference as instrument of planning and development role of indirect tax laws; tax planning and tax management - meaning and significance

**UNIT II**

**7**

**Central Excises Act, 1944** - Nature of levy of excise duty; classification of excisable goods; price lists and their significance; valuation of excisable goods; central excise registration - detailed procedure. \* Clearance of excisable goods - procedure under physical control, compounded levy scheme and self-removal procedures; gate passes, Personal Ledger Account and Daily Stock Accounts. \* Exemption from excise duty levies - nature and types of exemption notifications. \* Procedure for clearance of samples, semi-finished goods and return and retention of duty paid goods. \* Adjudication and Appeals - detailed procedure before various Excise Authorities and the Appellate Tribunal.

**UNIT III**

**6**

**The Customs Act, 1962** - Details of procedure in relation to levy, collection and exemption from customs duties - documents to be prepared and presented to customs authorities; valuation of goods; clearance of imported and exported goods - procedure \* Detailed procedure in relation to transportation and warehousing - relevant rules and regulations \* Drawback of customs duties paid - preparation and submission of drawback claim forms \* Adjudication and appeals before the customs authorities and the Appellate Tribunal.

**UNIT IV**

**6**

**The Central Sales Tax Act, 1956** - Inter-State sales, Intra-State sales and sales in the course of import and export, taxability of inter depot/inter-branch transfer of goods, levy and collection of sales tax procedure; appeals, revision and rectification of assessments - procedure; concept of consignment tax.

**UNIT V**

**6**

**The Central Excise** including Central Value Added Tax (CENVAT); Basics of Indian Income tax act (theory only) – Service Tax – Fringe Benefit Tax - Entry Tax and Octroi

**Total = 30**

**Reference Books:**

1. Business Taxation by T.S.Reddy & Dr.Y.Hari Prasad Reddy, Margham Publication, 2006
2. Relevant Bare Acts

<b>MBN508</b>	<b>MARKETING – II</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>2</b>	<b>0</b>	<b>2</b>

Objectives: To understand fundamental concepts of Marketing in Modern Marketing Practices

**UNIT I** **6**  
 Components of a Modern Marketing Information System – M.R Process – Focus Group – Questionnaire Design – Online Research – Marketing Metrics(6)

**UNIT II** **6**  
 Product Characteristics – Classification – Product Differentiation – Product Hierarchy – Co-Branding – Packaging – Labeling – Warranties & Guarantees – New Product Development – Related Case Studies in Product Strategies

**UNIT III** **6**  
 Understanding Pricing – Setting the Price – Types of Pricing Strategies – Initiating & Responding to the Price Changes – Related Cases in Pricing Strategies

**UNIT IV** **6**  
 Importance of Marketing Channels – Functions – Channel Design – Channel Management – E-Commerce – Marketing Practices – Retailing – Types & Recent Trends – Wholesaling – Market Logistics – Managing Sales Force – Related Cases in Distribution Strategies.

**UNIT V** **6**  
 Role of Marketing Communication – Components of Promotion (Advertising, Sales Promotion, Personal Selling, Public Relations – Basic Concepts), Direct Marketing (Direct Mail, Catalogue, Tele Marketing), Interactive Marketing – Design attractive website – Case Study.

**Total =30 hours**

**Reference Books:**

1. Philip Kotler, Kevin Lane, Abraham Koshy-Marketing Management – A South Asian Perspective-Pearson/Prentice Hall India Ltd
2. Rajan Saxena – Marketing Management-Tata McGraw Hill
3. Ramaswamy & Namakumary-Marketing Management-Global Perspective-Indian Context-Mac Millon India Ltd

<b>MBN510</b>	<b>PRODUCTION &amp; OPERATIONS MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>2</b>	<b>0</b>	<b>2</b>

## **OBJECTIVES**

To enable students understand the principles, practices and areas of application in shop floor management.

### **UNIT I**

**6**

Production & Operations Management – Meaning, Scope, Functions, Relationship between POM & other functional areas of Management – Effect of Time Element on POM. Classification of Production Systems – Intermittent, Job shop, Batch, Continuous, Flow and Mass Production Systems

### **UNIT II**

**6**

Product Design – Need, Preliminary Design, Final Design, Modular Design, Reverse Engineering Process Planning – Steps in Process Planning – Make or Buy Decision. Computer Integrated Manufacturing – Computer Aided Design - Computer Aided Manufacturing – Flexible Manufacturing Systems.

### **UNIT III**

**6**

Production Planning & Control – Preplanning – Forecasting – Scheduling - Dispatching – Routing – Expediting-Plant Location – Factors Influencing Plant Location, Importance of Environmental Health & Safety factors in deciding the location of plant - Cost Factor – Semi Quantitative Techniques, Return on Investment, Single Facility Location and Gravity Location Problem- Plant Layout – Principles, Flow Patterns, Types of Plant Layout -Capacity Planning – Types of Capacity, Capacity Decision, Capacity Planning Strategies- Inventory – Definition, Classification of Inventories, Purchase Model, Manufacturing Model, P & Q Systems, MRP-I & MRP-II, Just in Time, Selective Inventory Control Techniques.

### **UNIT IV**

**6**

Statistical Quality Control – Control Charts – Mean, Range, Number of Defectives, Number of Defects Charts, OC Curves, Acceptance Sampling-Work Study – Method Study – Symbols, Charts, Diagrams. Time Study

### **UNIT V**

**6**

Maintenance Management – Types of Maintenance, Procedure for Maintenance, Maintenance Cost Balance.-Fundamentals of Purchasing – Functions of Purchasing, Purchasing Procedure, Vendor Rating-Stores Management – Functions of Store Keeping, Store Records, Stock Verification

**Total = 30**



Problems shall be covered in the following topics:

Make or Buy Decisions, Single Facility Location Problem, Gravity Location Problem, Capacity Planning, Sequencing (M Job 2 machines & M Job 3 Machines) Purchase & Manufacturing Model with Shortages & without shortages, ABC Analysis, Individual Replacement, Time Study, Mean, Range, P Chart, C Chart, Single Sampling Problems

**Reference Books:**

1. Senthil. M, Production & Operations Management, Pearson Education
2. Monks, Joseph G, Operations Management, McGraw Hill International
3. Adam Jr. Ebert, Production & Operations Management
4. Buffa E.S., Modern Production & Operations Management

<b>MBN 512</b>	<b>MANAGEMENT INFORMATION SYSTEMS &amp; ERP</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>2</b>	<b>4</b>

### **LEARNING OBJECTIVES:**

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

### **SYLLABUS:**

#### **UNIT I**

**8**

Information System in the Enterprise – Digital Convergence and the changing business environment – Perspectives on information systems – Business perspective on information systems – Dimensions of information systems - Contemporary Approaches to Information Systems – Learning to Use Information Systems – New Opportunities with Technology – Major types of Systems in Organizations – ESS – DSS – MIS – TPS – Systems from a functional perspective – Introduction to BPO & KPO – Case studies.

#### **UNIT II**

**10**

Information Technology Infrastructure – Levels of IT infrastructure – Evolution of IT infrastructure – Technology drivers of infrastructure evolution – Managing data resources – Organizing data in a traditional file environment – The data base approach to data management – Types of data bases – Hierarchical and network DBMS – Object oriented data bases – Designing data bases – Distributing Data bases – Database trends – Data warehouses and Data mining – The web and the hyper media databases – Linking internal databases to the web – Cost benefit consideration – Data administration – Case Studies

#### **UNIT III**

**8**

The knowledge management landscape – Important dimensions of knowledge – Knowledge Management value chain – Types of knowledge Management Systems – Enterprise wide Management Systems – Structured and Semi structured knowledge Systems – Knowledge network Systems – Knowledge work Systems – Intelligent techniques – Expert Systems – Case based reasoning – Fuzzy logic Systems – Neural networks - Genetic Algorithms – Hybrid AI Systems – Intelligent agents –

#### **UNIT IV**

**9**

Decision making & Decision support Systems – Systems for decision support – Group decision support Systems – Executive support in the enterprise – Management Opportunities challenges & Solutions – Case studies.-Systems as planned organizational change – Business process reengineering & process improvement – Overview of Systems Development – System analysis – Systems design - Alternative System Building Approaches – Traditional Systems life cycle – Proto typing – End user development

## **UNIT V**

**10**

Information Systems security & Control – Systems vulnerability & Abuse – Internet vulnerabilities – Wireless security challenges – Malicious software – Hackers and Cyber vandalism – Computer crime and Cyber terrorism – Business value of security & control – Technologies & tools for security and control – Access Control – Firewalls, Intrusion Detection systems – Encryption and public key infrastructure – Case studies-Enterprise Resource Planning – Introduction – Related Technologies – ERP Modules – Benefits of ERP – ERP Market – ERP Implementation Lifecycle – Future Directions in ERP – ERP

### **Case studies**

- Design & Development of Human Resource Information Systems for an Educational Institution
- Design & Development of Marketing Information Systems for an Company
- Design & Development of Financial Information Systems for an Enterprise.
- Design & Development of Information Systems
- A study of Enterprise Information Planning Systems in a Company

### **Lab Exercises**

**30**

- Practice the use of MS Excel Spreadsheet
- Practice the use of MS Access Database
- Graphs using MS Excel
- Application of Formula in MS Excel
- Breakeven Analysis using MS Excel
- Creation of Table in MS Access
- Calculation of Net Margin using MS Excel

**Total: 75**

### **Reference Books:**

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

<b>MBN514</b>	<b>BUSINESS HISTORY</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**UNIT I** **6**  
Economic, Finance, Production, System, Human Resources, Integrations, Public & Private Businesses

**UNIT II** **6**  
Understanding the evaluation of Indian Business Lessons from successful Business men / women

**UNIT III** **6**  
Public - Railways, ONGC, BHEL, Private - Reliance, Tatas, Infosys, Joint Sector & Co-operative sector – IFFCO, KRIBHCO,

**UNIT IV** **6**  
Business History-America, Europe, Japan, China, Korea

**UNIT V** **6**  
Profit Vs Loss, Public Vs Private, Competitive advantages of Countries, Different Countries, Big Vs Small, and Family Vs Professional Role of Law & Regulation

**Total = 30**

**Reference Books:**

1. Dwijendra Tripathi, Jyoti Jumani – The Concise History of Indian Business, Oxford University Press

<b>MBN516</b>	<b>RESOURCE MANAGEMENT TECHNIQUES</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>2</b>	<b>0</b>	<b>3</b>

**Objective :**

The students will be able to analyze the various dimensions in decision making for functional areas of Management and make the students to apply Resource Management Techniques in the real life situation.

<b>UNIT I</b>	<b>9</b>
OR – Introduction – Background – Models in OR – Applications – Scope in OR	
<b>UNIT II</b>	<b>9</b>
LPP – Formulation – Graphical Method and Simplex Method	
<b>UNIT III</b>	<b>9</b>
Duality in LPP – Primal and Dual – Game Theory and Simulation	
<b>UNIT IV</b>	<b>9</b>
Transportation Problem – Assignment Problem and Travelling Salesman Problem	
<b>UNIT V</b>	<b>9</b>
Network Analysis – CPM – PERT – Crashing – Cost Control	

**Total = 45**

**Reference Books:**

1. S.D.Sharma, Operations Research
2. Prof.V.Sundaresan, Resource Management Techniques
3. J.K.Sharma-Operations Research – MacMillan Publishers

<b>MBN518</b>	<b>MANAGERIAL ORAL COMMUNICATION - II</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>0</b>	<b>0</b>	<b>2</b>	<b>1</b>

To develop Oral Communication and Handling a Group

<b>UNIT I</b>	<b>4</b>
New Reading and Analysis	
Personal Interview	
<b>UNIT II</b>	<b>3</b>
Paper Presentation	
Speech	
<b>UNIT III</b>	<b>3</b>
Group Discussion	
<b>UNIT IV</b>	<b>2</b>
Etiquette for Managers	
Talk Shows	
Movie Reviews	
<b>UNIT V</b>	<b>3</b>
Article Reviews	
Book Review	

**Total=15**

**Reference Book:**

1. Menakshi Raman, Prakash Singh – Business Communication-Oxford University Press

<b>MBN520</b>	<b>MANAGERIAL WRITTEN COMMUNICATION</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>0</b>	<b>0</b>	<b>2</b>	<b>1</b>

To develop Written Communication

**UNIT I** **3**  
Internal & External

**UNIT II** **3**

Agenda & minutes of the meeting

**UNIT III** **3**  
Abstract / Summary of AGM speeches

**UNIT IV** **3**  
Preparing tenders and quotations

**UNIT V** **3**  
Daily report - Weekly Report - Monthly report - Quarterly Report and Annual Report  
Press Report - TV Report - Radio Report - Business Report - Use excels and develop a Report  
Proposals - Web - Portals

**Total=15**

**Reference Book:**

1. Menakshi Raman, Prakash Singh – Business Communication-Oxford University Press

### SEMESTER III

<b>MBN601</b>	<b>ETHICAL PRACTICES IN BUSINESS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

#### **UNIT I**

**6**

Introduction, Virtue, Morality, Ethics and Law, Business Ethics, Salient Ethical Values relevant to Business viz. Law abidance, Truth, Honesty/ Sincerity, Justice, Rights and Duties/Responsibilities, Obligations to Stakeholders and Care. Conflicts and compromises among ethical values; Need for Business Ethics and compatibility with Profits.

#### **UNIT II**

**6**

Lawrence Kohlberg's theory Carl Gilligan's theory, Impact of religion, society and family on Individual Ethics and Business Ethics - Rights and Duties Theories, Virtue Theory of Ethics, Immanuel Kant's Categorical Imperatives, Indian Theories – Gita, Thirukkural, Mahatma Gandhi/Amartya Sen's teachings, Utilitarianism and integration with Ethical Principles.

#### **UNIT III**

**6**

Corporate Governance- (Perspectives, Malpractices, Codes of Ethics/Conduct, Regulations, Enforcement, Whistle-blowing, CSR).

#### **UNIT IV**

**6**

Human Resource Management: Finance Management; Marketing; International Business; Production and Projects, IT.

#### **UNIT V**

**6**

Environmental ethics- Pollution and depletion of natural resources- causes and control & sustainable development-Development of the Code & Initiating Implementation, Promoting 'Ethics' culture, Enforcement.

**Total = 30**



## Reference Books

Manuel E.G. Velasquez, "Business Ethics – Concepts & Cases", 6<sup>th</sup> Edition, Prentice Hall of India

Michael Harrington, "Is Capitalism Still Viable?., "Taking Sides: Clashing Views On Controversial Issues In Business Ethics And Society, Lisa Newton, And Maureen Ford, 2nd Edition (Guilford, Cn: Dushkin Publishing Group, Inc 1992)

Robert Soloman, "The Myth Of The Profit Motive," Ethics And Excellence (Oxford Up, 1992)

Robert Soloman, "Macho Myths And Metaphors," Ethics And Excellence (Oxford Up, 1992)

Albert Carr "Is Business Bluffing Ethical"?, Contemporary Issues In Business Ethics, Joseph Desjardins, And John McCall (Belmont, C.S: Wadsworth Publishing Company 1990)

William Evan, And R.Edward Freeman, "A Stakeholder Theory Of The Modern Corporation: Kantian Capitalism." Ethical Theory And Business, Eds. Tom Beauchamp, And Norman Bowie (Englewood Cliffs, Nj: Prentice Hall, 1993) William H. Shaw, "Business Ethics", Thompson, 2002

David. J.Fritzsche, "Business Ethics"

Peter Madsen and Jay. M. Shapitz, "Essentials of Business Ethics"

Ken Smith and Phil Johnson, "Business Ethics and Business Behaviour"

<b>MBN603</b>	<b>QUALITY MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>1</b>	<b>0</b>	<b>2</b>

### **UNIT I**

**6**

The History and importance of Quality – Defining Quality – Quality as Management frame work- Three levels of Quality – Quality and personal values – Quality in Manufacturing – Quality in services – Quality in Health care – Quality in Education – Quality in Small Business and not for profits, Quality in public sector.

### **UNIT II**

**6**

Quality in practice: Ritz – Carlton hotel, Xerox, Toyota, Infosys, BSNL.-The Deming Philosophy – Juran Philosophy – Cross by Philosophy – other Quality Philosophers – Quality Management Awards and frame works – The Malcolm Baldrige National Quality Award – International Quality Award programs – ISO 9000:2000

### **UNIT III**

**6**

Six Sigma-Quality in practice: Six Sigma at Samsung, Motorola, Sundaram Clayton, Apollo Hospitals.-The Importance of Customer Satisfaction and loyalty – Creating and identifying customers – Understanding customers needs – Customer Relationship Management – Leadership for Quality – Strategic Planning – 7 Management and planning tools – Leadership, strategy and Organizational structure.-Quality Practice: Solar turbines, Amazon.com, Wall-marts, Reliance Industries.

### **UNIT IV**

**6**

Process Management – Scope of Process Management - Product Design Processes – Designing Process for Quality - Projects as value creation – Process control – Process Improvement – Self Assessment Processes.

Quality Practice: Bringing Process Management to Education, TVS Group – General Motors – IOC.

### **UNIT V**

**6**

Statistical Thinking – Statistical Foundation – Tools for concept Development – Tools for Design Optimization – Tools for Design verification – Basic and other tools for process improvement – SPC Methodology – Control Charts for variable data and attributes.

Quality Practice: QFD to University, SPC to Pharma Company, Microsoft Industries.

**Total = 30**

### **Reference Books:**

1. Dale H. Besterfield, Total Quality Management, Pearson Education 1<sup>st</sup> Edition
2. Bureau of IS Guidelines for ISO 9000 implementation.
3. Quality Management – Kanishka Bedi.
4. James R.Evans & William M.Lindsay “The Management and Control of Quality” 6<sup>th</sup> Edition, Thomson Press, 2006.

MBN615	ENTREPRENEURIAL DEVELOPMENT	L	T	P	C
		1	0	2	2

**UNIT I** **6**  
 Frame work for Entrepreneurship – What is Entrepreneurship – Dimensions of Entrepreneurship (6)

**UNIT II** **6**  
 Role of MSMEs – Government policies and prospects

**UNIT III** **6**  
 The Environment for Entrepreneurship-Identification of Business opportunity – Formalities for setting up of Business – Family Business – Problems in small Business

**UNIT IV** **6**  
 Business Plan - Financial Management – Marketing Management – Production Management – Human resource Management

**UNIT V** **6**  
 Elements of Business plan – Critiquing the Business plan – Format and Presentation

**Total = 30**

### Reference Books

1. Rajeev Roy, “Entrepreneurship”, Oxford university press publications, sixth impression, 2010
2. Jayshree Suresh, “Entrepreneurial Development”, Margham Publications, Reprint 2010.
3. Poornima Charantimath, “Entrepreneurship Development – Small Business Enterprises”, Pearson Publication, 2006.
4. Marc. J. Dollinger, “Entrepreneurship - Strategies and Resources”, Pearson Publication, 3<sup>rd</sup> Edition 2005.
5. Hisrich , “Entrepreneurship”, Tata Mcgraw Hill, New Delhi.,2001.
6. Vasan Desai, “Entrepreneurship” , Himalaya Publications
7. SS.khanka, “Entrepreneurship Development”, S.Chand ., Ltd., 2001.
8. Prasanna Chandra, “Project Planning Analysis” Tata Mcgraw Hill,1996.
9. P.C.Jain , “Hand Book of Entrepreneurs” Oxford University Press., 1999.

<b>MBN609</b>	<b>INTERNATIONAL BUSINESS MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>1</b>	<b>0</b>	<b>2</b>

**UNIT I** **6**  
Globalization – WTO Important Provisions & Agreements – International Trade & WTO – Trade Liberalization & Imports: Industry wise Analysis – WTO, Intellectual Property Rights, & Industrial Sector – Trips Agreements & Pharmaceutical Industry – WTO, Gats & Telecom Sector (6)

**UNIT II** **6**  
Legal Environment & Dispute Settlement Mechanism – Cultural Difference & Cross Cultural Factors – Case Studies

**UNIT III** **6**  
Foreign Directory Investment – Concepts, Theory - Determinants – Benefits – Economics Reforms – Regional Trade Blocks – India’s Trade Policy - Case Study with East Asian Countries – Case Studies-Foreign Exchange Market – Exchange rate Theory – FEMA – Euro Vs Dollar – Currency Crisis in developing countries - Case Studies

**UNIT IV** **6**  
Global Strategic Management – Contractual Agreements – Joint Venture – Turnkey Projects – Global Hex Model – Major Players in the International Market – Staffing Policy in the Global Scenario - Case Studies

**UNIT V** **6**  
Structure & Trends in Foreign Trade – Global Sun Rise Industry (Bio-Technology) – SWOT Analysis of various sectors – EXIM Policy – Special Economic Zones – Case Studies

**Total = 30**

**Reference Books:**

1. Justin Paul, International Business, Prentise Hall
2. Dr.P.Subba Rao, International Business, Himalaya Publications
3. Frances Cherunilam, International Trade, Himalaya Publications

<b>MBN611</b>	<b>STRATEGIC MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

#### **UNIT I**

**6**

1) Types of Governmental System, 2) Types of Markets 3) Business Environment; 4) Sectoral Division of Business: Public Sector, Joint Sector and Private Sector; 5) Forms of Organisations: Sole Proprietorship, Partnership, Joint Stock Companies & Cooperatives, 6) Forms of growth of Business: Organic and Inorganic & Dissolution, 7) Role of entrepreneurship: Govt. and Private - in promoting business, 8) Economic Reforms & impact on Business 9) Future scenario of Global and National issues 10) Overall Components of Strategic Management Process

#### **UNIT II**

**6**

Corporate Governance Perspectives-Public policy and Management, Components of the Planning Process, Business Philosophy, Vision / Mission and Planning horizon, Environmental Scans and Forecasts, Opportunities and Threats, Internal analysis-Strength and Weaknesses, SWOT & Competitive advantage, Setting quantified Corporate objectives. - Case studies

#### **UNIT III**

**6**

Generating Strategy Alternatives –Existing Business and Diversifications, Strategic Choice, Investment & Funding Plans, Functional Strategies or Policies, Creativity, Role of IT/internet, Strategic issues in small business & non-profit organization - Case studies

#### **UNIT IV**

**6**

Components of the Process, Resource mobilization, allocation and delegation, Organizational Structure, System and Processes & Code of Ethics, Unit wise/ Function wise Micro goals/Targets/policies, Tactical plan. - Case studies

#### **UNIT V**

**6**

Leadership, Change Management, Project Management, Directing, Evaluation and Control of Performance; Feedbacks on overall Process -. Case studies

**Total = 30**

#### **Reference Books**

1. Nag A – Strategic Management -
2. Thomas L. Wheelen, J. David Hunger & Hrish Rangarajan – Concepts in Strategic Management & Business Policy – Pearsan Education
- V.S.T. Rao & V. HariKrishan - Strategic Management – Text & cases – Excell books
3. Business Policy, Strategic Management, L.M. Prasad, Sultan Chand & Sons Publications, 2000.
4. J. Davidhunger & Thomas L. Wheelles – Strategic Management, Addison Wesley Longman – 6<sup>th</sup> edition, 2000.
5. Charles W.L. Hill & Garefn R. Jones , Strategic Management Theory – All India Publishers & Distributors, Chennai.,1998.
6. Azhar Kazmi, Business & Strategic Management, Tata McGraw Hill, New Delhi, 1998.
7. Saloner, Shepard, Podolny, Strategic Management – John Wiley., 2001.

<b>MBN613</b>	<b>BUSINESS RESEARCH METHODS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**Purpose :** To understand the basic concepts of research methods and its usefulness in business situations

**Instructional objectives**

The students will be able to formulate research plans which would be useful in companies to evolve strategies to manage situations

**UNIT I** **6**  
 Basics of Research: Research meaning, scope, objectives, types of research, problem definition, formulation of hypothesis, relevance of research for decision making in various functional areas of management.

**UNIT II** **6**  
 Research design and data collection : Types of research design – Exploratory, descriptive, conclusive, experimental, case studies method - Questionnaire design, interviews, sample size estimation, rating scales

**UNIT III** **6**  
 Data analysis and presentation – editing, coding of data, statistical inferences, parametric and non parametric tests

**UNIT IV** **6**  
 Presentation of results – Tabulation – Charts – diagrammes – Executive summary preparation – appendix – bibliography

**UNIT V** **6**  
 Business applications

**Total = 30**

Reference Books

1. Uma Sekaran, Research Methods for Business, Wiley Publications.

<b>MBN605</b>	<b>SOFTWARE SOLUTIONS FOR BUSINESS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		-	-	2	1

**EXPECTED OUTCOME:**

To make the students Understand and use Business Application Software

**SYLLABUS:**

Use of computer packages is Finance – Marketing – Production – Personnel Management – Tally – SPSS – POM – Purse- Ex –SAPM – Metastock – Statistica – Business Data Analysis

**Total: 30**

**LAB MANUAL:**

**SSB Manual prepared in the School of Management**

**REFERENCE BOOKS:**

1. Carver, Doing Data Analysis with SPSS !0.0, Thomson Learning,2001
- 2.Namrata Agrawal,Financial Accounting using Tally 6.3, Dreamtech Press, New Delhi,2002
- 3.David Whigham, Business Data Analysis Using Excel, Oxford University Press, first Indian Edition 2007.

# **FUNCTIONAL SPECIALIZATION**



**FINANCE**

<b>MBNF 659</b>	<b>SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

To understand the vagaries of securities and the management of portfolio businesses.-The course attempts to impart the knowledge on valuation and return, fundamental and technical analysis selection and management of portfolios, provides insight into the evaluation.

**UNIT I** **5**  
Money and capital markets-Trends of savings and financial flow of the Indian money market and capital market institutions

**UNIT II** **5**  
Security Analysis:Objectives, principles, different types of securities, evaluation of fixed income securities, evaluation of ordinary shares.

**UNIT III** **6**  
Stock Exchanges-Structure and functioning – the stock markets in India, Listing of securities in stock exchanges, OTCEI, New issue market, Mechanics of trading in stock exchange.Prediction of Share Prices-Factors influencing share prices.

**UNIT IV** **7**  
Forecasting stock prices, fundamental analysis. and technical analysis, efficient market theory.

**UNIT V** **7**  
Risk and returns-Portfolio analysis-Portfolio theory, assessment of portfolio performance and portfolio revision, practical aspects.

Weightage of 40% should be given for problems.

**Total = 30**

**REFERENCE BOOKS**

1. Donald E. Fischer & Ronald J. Jordon, Security analysis and portfolio Management, Prentice Hall of India Private Ltd., New Delhi, 2000.
2. V.A. Avadhani- Security Analysis and portfolio management, Himalaya Publishing House, 1997.
3. Punithavathy Pandian- Security analysis and Portfolio management, Vikas publishing House Pvt. Ltd., 2001
4. Port Folio Management – Dr. Dover – PHI Publishers
5. Security Analysis and Portfolio Management – Preeti Singh – Himalaya Publishers
6. Financial Markets – Dr. Gurusamy – Vikas Publishers.

<b>MBNF 661</b>	<b>CORPORATE FINANCE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

To familiarize the students with the Techniques and methods of corporate finance.

#### **UNIT I**

**5**

The role of financial manager as a decision maker is to be emphasized with a managerial focus. The underlying philosophy with their distinctive features might be a bit of stretch to cover the many facts of financial management in industries

#### **UNIT II**

**8**

Appraisal of risky investments, certainty equivalent cash flows and risk, adjusted discount rate, risk analysis in the context of DCF methods using probability information, nature of cash flows, security analysis: simulation and investment decision, decision tree approach in investment decisions, evaluating project in terms of the total risk of the firm

#### **UNIT III**

**6**

Cost of capital - capital structure- different approaches in capital structure, indifference point, simulation and financing decision, financing decision in the context of option pricing model and agency costs

#### **UNIT IV**

**6**

Leasing as an investment and financing decision-Dividend policy, walter's model, Gordons's dividend growth model, M.M irrelevance doctrine, practice in industry, Interdependence of investment, financing and dividend decisions

#### **UNIT V**

**5**

Role of all India financial Institutions – Services – Markets – Collaborations – Mutual Funds – Credit Rating - role of SEBI- stock markets. – OTCEI - Foreign Collaboration - Business ventures & Multinational Corporation and their role, ventures abroad.

**Total = 30**

#### **REFERENCE BOOKS**

1. I.M. Pandey- Financial Management, Vikas publishing House Pvt. Ltd. 8<sup>th</sup> Edition, 1999.
2. Prasanna Chandra- Financial management, theory and practice, Tata Mcgraw Hill publishing company Ltd, 5<sup>th</sup> edition, 2001.
3. Aswat Damodaran- Corporate Finance theory and Practice, John Wiley & sons, 2000.
4. James C. Vanhorne- Financial management and policy, pearson education asia ( Low priced edition ), 12<sup>th</sup> edition, 2002.
5. Khan and Jain – basic Financial management & practice, Tata Mcgraw Hill publishing company ltd. , 5<sup>th</sup> edition, 2001.

<b>MBNF 663</b>	<b>FINANCIAL SERVICES</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**OBJECTIVES:**

To make the students know the various financial services and their working and the usefulness to business and industry.

**UNIT I**

**5**

**LEASING, HIRE PURCHASING AND CONSUMER CREDIT:**

Concepts and classification – lease documentation and agreement – tax aspects of leasing – financial evaluation of leasing from lessor’s point of view and lessee’s point of view – Hire Purchase finance – conceptual framework – legal framework – taxation aspects accounting and reporting and financial evaluation – Consumer credit: meaning – various methods – usefulness to industry and business – requirements for such credit.

**UNIT II**

**8**

**FACTORING AND FORFAITING:**

Meaning and types of factoring – importance factoring in India – factors for the growth of factoring in India- Forfaiting – theoretical concepts – difference b between forfeiting and cross border factoring – modus operandi – parties to forfeiting – pros and cons.

**UNIT III**

**6**

**VENTURE CAPITAL FINANCING:**

Theoretical concepts – types of venture assistance – Indian venture capital scenario – Report of SEBI (Chandrasekhar) commission on venture capital

**UNIT IV**

**6**

**HOUSING FINANCE:**

Introduction – National Housing Bank and their housing finance companies Directors – guidelines – refinance scheme – mortgage based securitization

**UNIT V**

**5**

**CREDIT RATING**

Meaning and necessity – regulatory frame work – rating agencies – rating process and methodology

**Total=30**

**Reference Books**

1. MYKhan “financial Services” Tata Mcgraw-Hill – 3<sup>rd</sup> edition
2. Dr.Guruswamy “Merchant Banking and Financial Services Tata McGraw Hill 3<sup>rd</sup> Edition
3. Dr.Tripathy “ Financial Services” Printice –Hall -3<sup>rd</sup> Edition

<b>MBNF 665</b>	<b>FINANCIAL INSTITUTIONS AND MARKETS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

Objective:

To understand the various Financial Institutions and Markets.

### **UNIT I**

**6**

Structure of Financial system-Equilibrium of Financial markets-Theories of the impact of financial development and its process-Indian financial system-Indian financial system at present- Indicators and financial development-Structure of Financial Institutions- central Bank policies-Financial sector reforms-Need and objectives-Major reforms.

### **UNIT II**

**5**

Reserve Bank of India-Functions, Role of RBI – Monetary policy of RBI, Monetary control-Recent policy development

### **UNIT III**

**7**

Securities and Exchange Board of India (SEBI)- Companies Act,1956-Security contracts (Regulations) Act,1956-SEBI'S functions- Highlights of SEBI's performance. Commercial Banks-Co-Operative banks-Non banking Financial intermediaries and Statutory financial organizations, small savings-provident funds-pension funds-insurance companies-An overview of LIC, GIC and other private Insurance companies, NBFCs – An overview upto 1995-96 and present position of NBFCs, Regulations of NBSCs – Types of NBF's – Public Deposits- Non-Banking Statutory Financial Organizations.

### **UNIT IV**

**6**

Call Money Market-Treasury Bills Market-Commercial Bills Market-Certificate of Deposits-The discount Market-Market for Financial Guarantees – Government (Gilt-Edged) Securities market – Industrial securities market- An introduction of futures, options and forward market.(6)

### **UNIT V**

**6**

Foreign Exchange Market – International capital flow – Uses and determinants of Foreign Capital – Forms of Foreign capital- International Financial instruments- Foreign capital flow in India – Recent Developments in Foreign capital inflows – Foreign Exchange Market, Interest Rates- Level and structure of Interest rates – Interest rate in India.

**Total = 30**

Reference Books:

1. L.M.Bhole “Financial Institution and Markets” Structure, Growth, and Innovation, TATA McGraw Hill 4<sup>th</sup> Edition-2008.
2. Meir Kohn “Financial Institutions and Markets“, Oxford, 2<sup>nd</sup> Edition-2007

<b>MBN F652</b>	<b>RISK MANAGEMENT &amp; INSURANCE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>2</b>

**UNIT I**

**6**

**RISK MANAGEMENT:** Risk- Uncertainty- Peril- Hazard- Subjective risk- Acceptable risk versus Unacceptable risk-Classification of risk- Classification of Pure risk- The cost of risk-Degree of risk-Meaning- Scope & Objective of Risk Management- Personal risk management- Corporate risk management-Risk Management Process- The Administration of Risk Management Process- influencing factors- constrains-monitoring & review-Risk Identification- Perception of risk- Operative cause/perils- Safety Audit-Risk Evaluation - Presentation of Data- Probability Concepts- Risk and Law of large number-Risk Control-Risk avoidance- Risk reduction- Classifications- Evaluation of risk reduction measures-Risk Financing- Retention-Determination of retention levels- Captive Insurer- Self Insurance- Risk retention group.Transfer-Non-insurance transfer- Insurance.

**UNIE II.**

**6**

**ENTERPRISE RISK MANAGEMENT**

**Enterprise Risk Management:** Meaning of ERM - Source of risk to an Enterprise- Pure risk- Speculative risk -Strategic risk - Operational risk- Market risk- Credit risk-Risk management models- Integrated risk assessment- Frontiers of ERM- Role of Chief Officer- Prerequisite for ERM

**Market Risk Management:** Importance, Exposure in financial markets, Methods to handle & control Market risk.

**Credit Risk Management:** Need, Securitization for credit risk, Credit derivatives, Methods for credit risk management.

**Operational Risk Management:** Importance, Measurement of Operational risk, Stages of Operational Risk Management.

**Strategic Risk Management :** Strategic out look to risk management, Strategic planning to manage risk -Managing risk in Merger & Acquisitions.

**UNIT III.**

**6**

**PROJECT & OPERATIONAL RISK MANAGEMENT:**

**Project Risk Management:** Meaning -Source & Classification of project risk- Cost & Effect of project risk operation- Reason -Scope- Objective of Project Risk Management-Phases of Project Risk Management- Prerequisite of risk response- Characteristics of risk response- Type of risk handling Strategies- Factors effecting strategy selection- Insurance & Project Risk Management- Risk management in different types of project.

**Operational Risk Management:** Meaning - Sources & Classification of Operational Risk - Operational Events- Regulatory issues of Operational Risk Management- Measurement of Operational Risk-Objectives of Operational Risk Management- Stages of Operational Risk Management- Roles of Supervisor- Disclosure Requirement- Insurance & Operational Risk Management.

**UNIT IV.**

**6**

## **FINANCIAL & TREASURY RISK MANAGEMENT:**

**Financial Risk Management:** Definition - Source of financial risk- Need & Importance of Financial Risk Management-Tools for Financial Risk Management: Derivatives- Futures- Swaps- Options- Role of Chief Risk Officer- Integrated Risk Program- Double trigger option.

**Treasury Risk Management :** Money market- Trends in Security Market- Trends in Interest Rates- E- Finance- Integrated treasury in Public Sector Banks- Volatility trading- Floating- Capital Adequacy- Liquidity Management-Tools for Treasury Risk Management: Currency future- Financial future- Commodity future- Steel future- Options , Real Options- Weather derivatives Insurance.

## **UNIT V.**

**6**

### **INTRODUCTION TO INSURANCE & INSURANCE INDUSTRY:**

Insurance- Definition- Purpose & need of Insurance- Insurance as risk transfer & risk sharing mechanism-Benefits & Cost of insurance to society-Types of insurance business- Insurance as contract- Essential elements- Fundamental principles of insurance- Utmost good faith-Insurable Interest, Indemnity & its corollaries- Proximate cause-Co-insurance- Condition of Average-Insurance documents- Proposal form, Cover note, Certificate of Insurance, Endorsement, Renewal Notice- Claim form- Survey Report-Basic parts- Clause- Warranties- Condition- Exclusion- Riders- Deductibles-Types of Insurer, Insurance Intermediaries, Distribution system in insurance industry, Important activities of an insurance company, Typical operational structure of an Insurance Company, Role of Actuarial Profession-Legislative & Regulative matters- Aim, Objective & Areas of regulation, Insurance Act 1938, IRDA Act 1999-GIBNA 1972- LIC Act 1956- Consumer Protection Act 1986- Insurance Ombudsman- Role of T. A. C. -Contract Act 1872- Malhotra Committee- Insurance Advisory Committee.(6)

**Total = 30**

### **Reference books:**

1. Principles of Risk Management & Insurance – George E. Rejda.
2. Risk Management & Insurance- Scott Harington.
3. Risk Management & Insurance- C. Arthur Williams.
4. Enterprise Risk Management: ICFAI Publishers

<b>MBN F654</b>	<b>FINANCIAL DERIVATIVES</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**UNIT I** **6**  
Introduction and overview of Derivatives

**UNIT II.** **6**  
Mechanics of Future Markets – Financial Derivatives Market in India – Regulation of financial derivatives in India:

**UNIT III.** **6**  
Hedging Strategies of Futures – Interest rates – Forward and Future Prices - Short term and Long term Interest rate futures – Foreign Currency Future:

**UNIT IV.** **6**  
Swaps and Options –Strategies involving Options – Options Pricing Models - Binomial trees – Wiener processes and Ito’s lemma – The Black-Scholes-Merton model – Option on Stock indices, Currencies, and future:

**UNIT V** **6**  
Greek letters – Volatility Smiles – Value at risk – Credit risk – Credit derivatives – Interest rate derivatives-the standard market models – Models of the short rate.

**Total = 30**

Reference Books:

- 1 John C.Hull, Options, Futures, and Other Derivatives, Prentice Hall India. Sixth Edition , 2007
- 2 S.L Gupta, Financial Derivatives theory, concepts and problems, Prentice Hall, Fourth Edition, 2007



<b>MBNF 656</b>	<b>BUSINESS VALUATION</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
		2	0	0	2

**Objective:**

To train the students in how to value business.

**UNIT I**

**6**

Framework for business analysis and valuation using financial statements – From financial statement to business analysis – Case the role of capital market intermediaries in the Dot-Com Crash of 2000.

**UNIT II**

**6**

Strategy analysis – Overview of Accounting analysis – Implementing accounting analysis – Case – Financial analysis – case.

**UNIT III**

**6**

Prospective analysis – Forecasting – Valuation theory and concepts Case –

**UNIT IV**

**6**

Valuation implementation – case. Business analysis and valuation Applications – Equity – case –

**UNIT V**

**6**

Credit analysis and distress prediction – case. Mergers and Acquisitions – Corporate financing policies – communication and Governance.

**Total=30**

**Refernce Book:**

Krishna G. Palepu, Paul M. Healy, and Victor L. Bernard, “Business Analysis and Valuation “Text and cases. Thomson Learning 2007.

<b>MBNF658</b>	<b>BANKING MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>2</b>

Objective:

To understand the roles, fundamental activities and rules and regulations of banking.

**UNIT I** **5**  
 Modern Day Banking in India-Reforms in Banking System-Autonomy for Commercial Banks- Best practiced code-Corporate governance in Banks

**UNIT II** **6**  
 Universal Banking- Narrow Banking-Private sector Bank Guidelines-Know your customer- Anti money Laundering-Role of Banks-Financial intermediary-Constituent of Payment system-Financial service provider-Banking of Business Mathematics-Money Market Operations-Reserve Requirements-Profitability of Banks

**UNIT III** **7**  
 RBI Act 1934- RBI Functions-Banking Regulation Act 1949-Negotiable Instrument Act-Important Sections of NI Act-Collection of Cheques- Dishonour of Cheques-Remittance-Demand Draft

**UNIT IV** **6**  
 Banker Customer Relationship- Bankers Obligations-Right of Appropriation-Different types of customers-Indian Committee-Chore Committee-Credit Risk Management-Corporate Debt Restructuring-Book principles of Lending

**UNIT V** **6**  
 Various types of Capitals-Fixed Capital-Working Capital-Non-fund based facilities-Letter of Credit-Guarantee UCPDC-Pledge-Mortgage-Hypothecation-Types of Charges-Prudential norms-Asset Classification-Income Recognition-Provisioning Asset-Liability Management-Capital adequacy in Banks-Basel-I-Basel-II-Basic of Derivatives-Camels rating of Banks-Credit Risk-Market Risk-Operational Risk-Banking Ombudsman Scheme-Customer Protection Act-SARFAESI Act 2002.

**Total = 30**

Reference Books

1. Commercial Banking and Monetary Policy, By Partha Roy
2. Hand Book of Banking Information, By N.S. Toor.
3. Digest for Nationalised Banks, By G. Subramanian.



<b>MBN F660</b>	<b>AGRICULTURAL FINANCE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**Course Objectives:**

To understand the perspective of financing agricultural operations and rural development in India and the current developments in this field.

**Course Outline:**

**UNIT I** **6**

Introduction, Role of Credit in Agriculture, Classification of Agricultural Finance,

**UNIT II** **6**

Agricultural Finance in India, Traditional sources of finance for agriculture – issues, Significance of Co-op. Credit, Estimation of Agricultural Finance, Issues

**UNIT III** **6**

Theories of Agricultural Finance - Productive Vs. Consumption Credit Analysis, Kind Loans Vs. Cash Loans, 3 Rs, Supervised Credit – Crop Loan – Cooperative credit Financial Institutions – Central banks - role of NABARD, RBI and developmental banks.

**UNIT IV** **6**

State level - Cooperative bank structure and operations, problems and fixes. – Legal Framework for Agro finance and lending(6)

V. Financing Agricultural industries – Long term loans – Need and estimation – Working Capital loans – Issues in managing Finance For Micro Finance – SHGs Bank linkages , Insurance – Crop Insurance, Financing Agro exports

**Total = 30**

**Reference Books:**

Agricultural Finance In India – Theories and Practices, VB Jugale, Atlantic Publishers 1991

Agricultural finance in India – the role of NABARD - Rajkumar K. – New Century publications 208

MBN F662	MICRO FINANCE	L	T	P	C
		2	0	0	2

**Objectives:**

To enable the students to understand the principles, practices and application in Micro Finance. .

**Course Outline:**

**UNIT I. 6**

Introduction: Evolution: Impact and Importance: Micro Financial Services: Steps Initiated in Development of Micro finance

**UNIT II. 6**

Role of Regulatory body in Micro finance: Rural Credit system: Self Help groups (SHG): What is SHG: Features of SHG: Objectivity of SHG: Role of SHG in Micro finance: Self Help group promoting institutions (SHPI): Formation of SHG: Credit Linkage

**UNIT III. 6**

Micro Finance Services: Weaker Sections: SHG-Bank Linkage: Banks and Financial Intermediaries: SHG-Thrift, credit, and Other Financial Services

**UNIT IV. 6**

Formation and development of Micro Services. Micro Finance Institutions: Role of MFI in developing Micro Finance: Enhancing Institutional Finance

**UNIT V. 6**

Micro Finance and Rural Development: Micro Credit Institutions: Non Government Organization (NGO).Prospects of Micro Finance: RBI Role in Regulating: Bank's Role in Micro Finance: Growth of Micro Finance: Development of Micro Finance: Credit Plans: Credit Schemes: social Banking. (6)

**Total = 30**

**Reference Books**

Micro finance and poverty reduction by susan johnson and bren rogaly – Oxfam 1997

Indian micro finance-the challenges of rapid growth-by prabu ghate – Sage 2007

Micro finance hand book - by jonna ledger wood – E book

Commercial banks in micro finance- by malcolm harper and sukhwinder singh aroroa – Teri Press 2005.

<b>MBN F 664</b>	<b>INTERNATIONAL FINANCE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**UNIT I.** **6**  
 What's different about international finance? International markets for payments and international finance – Purchasing Power Parity - Law of One Price- Covered interest parity and arbitrage - External and internal interest rate linkages and deviations - Application of parity conditions

**UNIT II.** **6**  
 ISS international capital budgeting - Exchange rate systems and policy - Central bank intervention - Currency crises - European Monetary Union - Monetary and portfolio-balance Exchange rate determination approaches

**UNIT III.** **6**  
 Foreign exchange market efficiency and exchange rate forecasting - Currency risk, and implications for investment, financing and risk management - Measurement of currency risk exposure - Currency risk, and implications for investment - Value-at-Risk (VAR) -Types of currency risk exposure - Currency of determination

**UNIT IV.** **6**  
 Currency forwards and futures - Forwards in hedging, speculation and arbitrage - Currency futures and basis risk - Currency options - Options versus forwards or futures in currency risk management-Pricing of currency options - Currency Swaps - Risk management and arbitrage through swaps - Mechanics and pricing of interest rate and currency swaps - Swap valuation Swap risks

**UNIT V.** **6**  
 International investment decisions - Diversification through international portfolio choice - Evaluating international investments - International financing decisions Financing choices for the international firm - Evaluating international financings Currency matching and denomination - International bond and equity financing - Innovation in international finance

**Total = 30**

Reference Books:

- 1 Mahir A. Desai, International Finance, A Case book. Wiley India Edition, 2007
- 2 Milind Sathye, Larry Rose, Larissa Allen, Rae Weston, International Financial Management, Wiley Publications, 2006
- 3 Ephraim Clark, International Financial Management, Cengage Learning, 2<sup>nd</sup> Edition, 2008

<b>MBN F666</b>	<b>STRATEGIC FINANCIAL MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**Purpose:**

To train students on how to assess the employee decision making necessary at higher levels of Management.

**Objectives:**

To equip the students with necessary strategic knowledge and skills received to evaluate discussions or capital restructuring, merges and acquisitions,

**UNIT I**

**6**

Sale of existing assets and making discussions on complex investment opportunities and managing risk-Financial planning- Analyzing Financial Performance – Approaches to Financial Planning – Short-term Financial Planning

**UNIT II**

**6**

Strategic Alliances-Ownership Restructuring- Leveraged Buyouts- Sell Offs- Leveraged Recapitalizations- Distress Restructuring-Merges & Acquisitions- Financial Frame Work- Merger as a Capital Budgeting Decision- Legal and Tax Aspects- Post Merger Integration Issue,

**UNIT III**

**6**

Acquisition/Take over Codes- Techniques – Defensive Strategies- Cross Boarder Deals-

**UNIT IV**

**6**

Corporate Sickness- The Magnitude- Different interpretation of Sickness- Causes-Turnaround- Turnaround Types-Basic Approaches- Surgical Vs.Human – Phases in Turnaround Management-

**UNIT V**

**6**

Strategy and Cost Management- Strategy Formulation and Cost System Design- Alternate Strategies- Objectives of Cost Management Systems- Broken Cost System- Causes and Remedies- Cost of Quality- Activity Based Costing principles-Target Costing.

**Total = 30**

**Reference Books**

1. Sharplin, 'Strategic Management, Mc Graw Hill.
2. Weston J.Fred & E.F. Brigham, 'Managerial Finance', Drydon Press
3. James C. Van Horne, 'Financial Management and Policy', Prentice Hall of India
4. M.Y. Khan, ' Financial Services', Tata McGraw Hill-3<sup>rd</sup> Edition
5. Richard A. Brealey and Stewat C.Myers, 'Principles of Corporate Finance', Tata McGraw Hill.
6. Pradip M. Khandwalla, 'Innovative Corporate Turnarounds', Saga Publications
7. G.PJakhotiya, 'Strategic Financial Management', Vikas Publications

<b>MBN F668</b>	<b>MERCHANT BANKING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

### **PURPOSE**

To understand money markets and different financial services.

### **UNIT I**

**6**

The students will be able to know about money market functions, role of SEBI, Mutual funds, Factoring, Credit cards and Ratings,

### **UNIT II**

**6**

Leasing , Hire purchasing and Venture capital.

### **UNIT III**

**6**

Merchant Banking - Origin, Growth, Scope, Functions, Institutional Structure-

### **UNIT IV**

Legal and Regulatory frame work-relevant provisions of Companies Act

### **UNIT V**

**6**

SEBI guidelines Activities requiring SEBI registration and activities requiring no registration-categories of Merchant Banker-Relations with Stock Exchanges – SEBI – Regulations.

**Total = 30**

### **REFERENCE BOOKS**

1. J.C.Verma, “A Manual of Merchant Banking”, Bharath Publishing House, New Delhi, 2001.
2. Machiraju, “Indian Financial System”, Vikas Publishing House, 2002
3. Sriram K., “Hand Book of Leasing”, Hire Purchase and Factoring”, ICFAI, Hyderabad, 1992.
4. Economic Dailies, Relevant Publications in Magazines and Journal



<b>MBNF 670</b>	<b>BEHAVIOURAL FINANCE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**Objective:**

To enable the students to understand the psychological impact on market investors, portfolio managers and finance economists.

**Course Outline**

**UNIT I**

**6**

Individual investors – problems – Institution versus reasoning- psychology- positive self illusions – pre requisites for rational choices quasi rational choice.

**UNIT II**

**6**

Efficient market hypothesis – fundamental information and financial markets – Information available for market participant and market efficiency – market predictability

**UNIT III**

**6**

The concept of arbitrage – limits of arbitrage. Equity premium puzzle – volatility puzzle – disposition effect – endowment – effect and availability heuristic myopic loss aversion and mental accounting – naïve diversification – overconfidence and optimism.

**UNIT IV**

**6**

Expected utility – violations of expected utilities – prospect theory – risk aversion – anomalies – accounting anomalies calendar anomalies – attention anomalies – celestial’s anomalies – meteorological anomalies.

**UNIT V**

**6**

Over reaction – under reaction – fairness – ethics – mutual fund scandal – advertising to investors – saving behavior

**Total = 30**

**Book Reference:**

Scott plous , The psychology of judgment and decision making Mc graw hill - 1993  
Daniel Kahneman and Amos Tversky (Eds) Choices, values and frames; Russell Sage foundation Cambridge, VIC New York - 2000  
Andrei Sheifer Inefficient markets Oxford, New York Oxford University Press - 2000

<b>MBN F672</b>	<b>COMMERCIAL BANKING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**Objectives:**

To update the participant the latest practices and reforms in the banking sector.

**Course Outline:**

**UNIT I**

**6**

Modern Day Banking in India, Reforms in Banking system, Autonomy for commercial Banks, Best practiced code, corporate governance in Banks, Universal Banking, Narrow – Banking, Private Sector Bank guidelines. Know your customer, Anti money Laundering, Role of Banks, Financial Intermediary, Constituent of payment system, Financial Service Provider, Banking of Business mathematics.

**UNIT II**

**6**

Money market operations, Reserve Requirements, Profitability of Banks. RBI Act 1934, RBI functions, Banking Regulation Act 1949 Negotiable Instrument Act, Important sections of NI Act, collection of cheques, Dishonour of Cheques, Remittance – Demand Draft, Banker customer Relationship Bankers obligations, Right of appropriation, Different type of customers.

**UNIT III**

**6**

Tandon Committee, Chore Committee, Credit Risk Management, Corporate Debt Restructuring, Basic Principles of lending

**UNIT IV**

**6**

Various types of capitals, Fixed capital, working capital, Non-Fund based facilities, Letter of credit, Guarantee, UCPDC, Pledge, Mortgage, Hypothecation, Types of Charges. Prudential Norms.

**UNIT V**

**6**

Asset Classification, Income recognition, Provisioning, Asset – Liability Management, Capital Adequacy in Banks, Basel I, Basel II, Basics of Derivatives, Camels Rating of Banks, Credit Risk, Market Risk, Operation Risk, Banking Ombudsman Scheme, Customer Protection Act, SARFAESI Act 2002.

**Total = 30**

**Reference:**

Banking Theory & Practice, KC.Shekhar, Lekshmy shekhar, Vikas – 2009.

<b>MBN F674</b>	<b>MUTUAL FUNDS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**Objectives:**

Mutual funds are know the most popular investment avenue for small and medium investors. A working knowledge of the same is imperative for the finance students. At end of the course the student should be familiar with the working aspects of mutual funds like construction, evaluation of port folio and regulatory frame work

**Course Outlines:**

**UNIT I**

**6**

Introduction – Risk Diversification – basics – Balanced Port Folio-ORIGIN and Development of MFS in India-Superiority of MFS over other investment options. (6)

**UNIT II**

**6**

Global Scenario-Classification of MFS-operational Classification-portfolio classification-Geographical classification-structural classification-Recent Trends in MF.

**UNIT III**

**6**

Working of MF-Organization of MF-AMC - Entry load and exit load - NAV- Meaning – Calculation-problems Advantages of MF Short comings in operation of MF.

**UNIT IV**

**6**

PF Construction-Problem, Pf Revision-Problem, Pf Evaluation-Problem

**UNIT V**

**6**

V.Mutual Funds - Guidelines on Advertisement- Regulatory Measure - SEBI Regulation.

**Total = 30**

**Reference:**

Financial Service M.Y. Khan,TMG C.12.1 - 2007

Financial Service + Markets Dr.Punithavathy Pandan,Vikas - 2010

Financial Service & Systems ,K.Sasidharn,Alex K.Mathew ,TMG - 2008

Financial Marketing & Services E.Gordon K.Nataragan, Himalaya Ch.14 - 2009

Security Analysis and Port Folio Managemet Avadhari , Himalaya - 9<sup>th</sup> edition

SAPM-Kevin – PHI 2009.

# MARKETING

<b>MBNM 651</b>	<b>PRODUCT MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

### **Objectives**

To understand the product management function and its strategic role. To learn the issues involved in the product management function through the cases and project.

#### **UNIT I**

**6**

Overview - Marketing planning process - marketing plan components - Defining competition

#### **UNIT II**

**6**

Category attractiveness analysis - factors influencing product and markets - Competitive analysis - Differential advantage analysis - customer analysis

#### **UNIT III**

**6**

Market potential - methods of estimating market - sales forecasting - product strategy

#### **UNIT IV**

**6**

Product modification - new products - marketing strategy decisions of pricing - advertising - promotion – channel

#### **UNIT V**

**6**

Customer Relationship Management - Financial analysis for Product Management – Marketing Metrics

**Total = 30**

### **Reference Book:**

Donald R. Lehmann and Russell S. Winer, “Product Management”, Tata McGraw- Hill, 2005

<b>MBN M653</b>	<b>CONSUMER BEHAVIOUR</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**Objective:**

To understand the buyer's behaviour better.

**UNIT I**

**6**

Consumer Behaviour and Marketing Strategy, nature and scope of Consumer Behaviour. Market segmentation, Learning - nature, characteristics and types, Brand loyalty, Brand equity & leverage. Learning theories - information processing & Involvement. Perception - Process, interpretation, and marketing strategy, Elements, Perceptual organization and defense, consumer imagery, perceived risk & how to handle the risk

**UNIT II**

**6**

Motivation - Nature, strategies, theories and their relevance, Motivational research. Personality - Psycho-analytical neo-Freudian and social approaches to personality. Understanding consumer diversity, Brand personality, Role, and brand personification. Self-image, Vanity and consumer behavior. Attitude formation & change - Sources of learning & influence on attitude formation, Strategies of Attitude change, Relationship between behaviour & attitude. Life style profiles- influences- self concept.

**UNIT III**

**6**

Social Class - Identification and CB application on various social classes, Family Decision Making – consumption - related roles, Groups - types, Celebrities, Family, Socialization of family members, Function of family, , Family life cycle. Influence of reference groups – Friendship& Workgroup, Culture- Nature - Characteristics - Measurement, Sub-cultures, Cross culture.

**UNIT IV**

**6**

Opinion leadership & process, Dynamics, motivation and opinion leadership, Need, Measurement and corporate strategy of opinion leadership, models and role relationship, Profile of opinion leader, OL and firm's marketing strategy, Innovation, Characteristics, Types, Profile of consumer innovator, Diffusion of innovation, Adoption process. Personal influence.

**UNIT V**

**6**

Consumer decision-making process: Reutilized response, limited and extensive problem Solving behavior. Different buying situations- programmed and non-programmed buying occasions, Howard-Sheth, Engell, Kollat-blackwell and Nicosia models of consumer decision-making. Impact of communication process on developing persuasive strategies Consumer gifting behavior. Relationship marketing. Online buyer behaviour-characteristics-difficulties and challenges. Advent of consumer protection movements-consumerism- laws on consumer rights.

**Total=30 hours**

**References:**

1. Michael R. Solomon, PHI Learning Private Limited

<b>MBN M655</b>	<b>SERVICES MARKETING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**Objective:**

To understand about the services marketing and its growing importance in the competitive environment

**UNIT I** **6**  
 Services characteristics and categories – Trends in services marketing

**UNIT II** **6**  
 Consumer behaviour-Marketing mix elements for services – Segmentation

**UNIT III** **6**  
 Product- Promotion- Price - Distribution- role of people in services marketing

**UNIT IV** **6**  
 Physical evidence of a service – Service quality – Measurement – Control – Demand - supply management-Marketing Research in services marketing – Marketing effort - Service Tax

**UNIT V** **6**  
 Tourism and travel – Hotel Management and catering – Hospitals – Educational institutions – Financial consultancy – entertainment – Seminars and projects.

**Total = 30 hours**

**Reference Books**

1. Vaiarie A Zeithaml, Ajay Pandit and others,” Services Marketing”, McGraw Hill Special Indian Edition, 4<sup>th</sup> Edition, 2008.
2. Govind Apte, “Services Marketing”, Oxford Press, 2004.

<b>MBN M657</b>	<b>SALES MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>2</b>

**UNIT I**

**6**

Evolution of the Sales Department - Sales Management – Objectives – Types of Personal Selling objectives

**UNIT II**

**6**

Market Potential – Sales potential – Sales Forecast – Analyzing Market Potential – Market Indexes – Sales Forecasting Methods – Determining Sales-Related Marketing Policies.

**UNIT III**

**6**

Nature of Sales Management Positions – Functions of the Sales Executive – Qualities of Effective Sales Executives – Relations with Top Management – Relations with Managers of other Marketing Activities – Compensation Patterns for Sales Executives Purposes of Sales Organization – Setting up a Sales Organization - Basic types of Sales Organizational Structures – Field organization of the sales department - Schemes for dividing Line Authority in the Sales Organization. Personnel Management in the Selling Field : Sales Force Management – Job Analysis – Job Description - Organization for Recruiting and Selection – The Pre-recruiting Reservoir – Sources of Sales Force Recruits – The Recruiting Effort – Selecting Sales Personnel .

**UNIT IV**

**6**

**Training , Motivation And Compensation Of Sales Force :** Building Sales Training Programs – Defining Training Aims – Deciding Training Content – Selecting Training Methods – Organization for Sales Training – Evaluating Sales Training Programs - Motivation – Motivational Help from Management - Requirements of a Good Sales Compensation Plan – Devising a Sales Compensation Plan – Types of Compensation Plans - Fringe Benefits.

**UNIT V**

**6**

The Sales Budget: Purpose of the Sales Budget – Form and Content – Budgetary Procedure - Quotas: Objectives in using Quotas - Types of Quotas and Quota-Setting Procedures – Sales Territories: Sales Territory Concept – Reasons for Establishing Sales Territories – Procedures for Setting up Sales Territories – Routing and Scheduling Sales Personnel.(6)

**Total = 30**

**Reference Book**

- 1.Richard R. Still, Edward W.Cundiff & Norman A.P.Govoni; “Sales Management “ Prentice – Hall of India , 5<sup>th</sup> Edition.



<b>MBN M652</b>	<b>CUSTOMER RELATIONSHIP MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**Objective:**

To make the students understand the organizational need, benefits and process of creating long term value for individual customers, create awareness about formulation and implementation of CRM and to e-CRM .

**UNIT I** **6**

The concept of CRM – Strategic imperatives – Conceptual foundations of CRM

**UNIT II** **6**

Building customer relationship-Economics of CRM – CRM in B-C markets – CRM in B – B market-Components of e CRM – Product offerings in the CRM market space

**UNIT III** **6**

Contact centers for CRM-The CRM Road Map

**UNIT IV** **6**

Operational issues in implementing CRM

**UNIT V** **6**

Various CRM packages ,Applications of CRM in Product and Service Industries(6)

**Total = 30 hours**

Reference Book:

Francis Buttle, Customer Relationship Management, Elsevier Publications P Limited.

<b>MBN M654</b>	<b>RETAIL MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**Objective:**

To expose students to the emerging area of retailing.

<b>UNIT I</b>	<b>6</b>
Understand the issues - opportunities -and problems-Retailing role – relevance and trends	
<b>UNIT II</b>	<b>6</b>
Retail Organizations – Retail in India	
<b>UNIT III</b>	<b>6</b>
Retail location strategy – Merchandising - Product - merchandise -Management - Retail space management	
<b>UNIT IV</b>	<b>6</b>
Retail pricing- Retail Promotion strategy	
<b>UNIT V</b>	<b>6</b>
Relationship Marketing – seminars and projects.	
	<b>Total= 30</b>

Reference Book:

Chetan Bajaj, Rajnish Tuli, Nidhi V Srivastava, “Retail Management”, Oxford University Press, 2005

<b>MBN M656</b>	<b>EVENT MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**Course Objectives:**

To enable students to understand techniques and acquire competency to conduct events in successful manner

**UNIT I**

**6**

What are events? Physical and virtual events. Why an event? Goals & objectives, Types of events, Types of special event professionals.

**UNIT II**

**6**

Event management in the real world, Marketing environments for events.

**UNIT III**

Five stages of event management:- Research – different types including the 5 W's and SWOT analysis, Design from the event managers point of view, Planning, Coordination, Evaluation, Important concepts of communication and synergy

**UNIT IV**

**6**

Special event management:-principles of event management, administration, coordination, marketing, legal ethical risk management.

**UNIT V**

Design & decoration, Types of special events, sponsorship, Ticketing, Media Development & publicity, Public relation & Advertisement, Celebrity management.(6)

**Total = 30 hours**

**Reference Books**

Lynn Van Der Wagen and Brenda R. Carlos (2009), Event Management, Pearson Prentice Hall

<b>MBN M658</b>	<b>RURAL MARKETING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		2	0	0	2

**Objective:**

To expose the students to the reality of rural markets. To understand the problems, challenges in rural marketing.

**UNIT I**

**6**

Rural Marketing Definitions – scenario – Agriculture surplus – Demand - supply - Marketing of farm inputs

**UNIT II**

**6**

Futures markets – Agricultural input – consumer durables – rural marketing strategies .Farm products – Transportation of farm products – grading – standardization – storage and warehousing

**UNIT III**

**6**

Market Information – Financing - market agencies and institution – marketing programs

**UNIT IV**

**6**

Food processing and manufacturing Traditional marketing systems – Market integration – effectiveness, cost and price

**UNIT V**

Training – research and agricultural marketing – Trade in agricultural products

**Total =30 hours**

**Reference Book:**

Badi, R.V., Badi, N.V., “Rural Marketing”, Himalaya Publishing House, 2007

<b>MBN M660</b>	<b>INDUSTRIAL MARKETING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>2</b>

Objective:

To expose students to Business to Business marketing and its relevance in today's context.

Purpose: To train students to apply the theories of Industrial Marketing

<b>UNIT I</b>	<b>6</b>
A Business Marketing perspective-The industrial market	
<b>UNIT II</b>	<b>6</b>
perspective on the Organisation buyer-Dimensions of Organisation buying-Organisational Buying Behaviour-Business(6)	
<b>UNIT III</b>	<b>6</b>
Marketing intelligence-Segmenting the Organisational market-Organisational -Demand Analysis-Measuring Market Potential and sales Forecasting	
<b>UNIT IV</b>	<b>6</b>
Business Marketing Planning-Strategic perspective-Managing the Business Product Line-Business- Marketing Channels-Business Pricing Function-Advertising - Sales Promotion -Personal Selling Function	
<b>UNIT V</b>	<b>6</b>
Controlling industrial marketing strategy-Managing your customer service/sales profile-choosing your CRM Strategy-Tools for capturing customer information-Managing Relationships through conflict	
<b>Total=30</b>	<b>hours</b>

**Reference Books:**

Robert & Reeder, Edward G.Brierty and Betty H.Reeder, Industrial Marketing: Analysis planning and control-Prentice Hall of India Ltd.

<b>MBN M662</b>	<b>LOGISTICS &amp; SUPPLY CHAIN MANAGEMENT FOR MARKETING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

Objective:

To enable the students to understand the principles, practices and application in Logistics and supply Chain Management

**UNIT I**

**6**

Importance and Scope of Supply chain, Supply Chain Strategies, Drivers of Supply Chain, Examples of Supply Chains and integrated view of Supply chains-Managing Supply & Demand,

**UNIT II**

**6**

Significance of Forecasting, Aggregate Planning Strategies, Inventory Models, Safety Inventory, procurement & Outsourcing Strategies

**UNIT III**

**6**

SRM and Strategic Sourcing-Variou s Distribution Models, Warehouses as Integrators in Supply Chain, Distribution Network Planning, Modes of Transportation, Design Options for a Transportation network

**UNIT IV**

**6**

Pervasiveness of Information Technology in Supply Chain Management – ERP, RFID, GPS, E-Procurement. Frame work for strategic alliances – 3 PL / 4 PL, performance Metrics in Supply Chain, risk management(6)

**UNIT V**

**6**

CRM-The Frame work and four driving forces of Globalization, Risk management in Global Logistics, Containerization, Export-Import procedures in detail.

**Total= 30**

**Reference Book**

1. David Taylor and David Brunt, Manufacturing Operations and supply Chain Management, Vikas Thomson Learning, 2001.

<b>MBN M664</b>	<b>INTERNATIONAL MARKETING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**Objective:**

To expose the students to the concepts of international marketing.

**UNIT I**

**6**

The concept of International Marketing – GLOCAL marketing – emerging opportunities in international marketing

**UNIT II**

**6**

WTO -Economic environment – International Marketing Research – Decision making process –market selection-Entering international markets

**UNIT III**

**6**

Product strategy - product quality – Building brands in international markets – pricing decisions -International logistics and distribution – Communication (6)

**UNIT IV**

**6**

Export Import Policies-International trade - risk management

**UNIT V**

**6**

Export procedure – documentation – Infrastructure – Emerging issues

**Total=30**

**Reference Book:**

Rakesh Mohan Joshi, “International Marketing”, Oxford University Press, 2005

<b>MBN M666</b>	<b>BRAND MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**Objectives:**

1. To gain insights into working of a Brand
2. To understand Brand development and it's sustenance in competitive market-

**UNIT I** **6**  
 What is a Brand- Can anything be Branded-Strategic brand Management process-Brand elements (Criteria and option) - Building a strong brand and it's applications(6)

**UNIT II** **6**  
 Identifying and establishing brand positioning-positioning guidelines –Brand values- Internal branding-Co branding-Corporate Branding-Brand Audit- Brand equity concepts

**UNIT III** **6**  
 integrated marketing communications and program to build brand equity-Brand leveraging-Brand equity management system-Qualitative and Quantitative techniques for measuring brand equity

**UNIT IV** **6**  
 The Brand product Matrix- Brand Hierarchy-Designing a Brand Strategy –Brand extensions- Reinforcing Brands-Revitalizing Brands

**UNIT V** **6**  
 Rebranding -Retiring Brands-Adjustments to Brand port folios

**Total = 30**

**Reference Books:**

- Building measuring and managing Brand equity, Kevin lane Keller, Second Edition, Prentice hall of India  
 Brand Management text and cases - W.Mathur, Macmillan India



<b>MBN M668</b>	<b>WEB ENABLED MARKETING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

Learning Objectives:

"Web enabled Marketing "is a comprehensive guide to how organisations can use the Internet to support their marketing activities and covers all aspects of the subject, from environmental analysis to strategy development and implementation.

#### **UNIT I**

**6**

Introduction to Internet Marketing : An introduction to Internet marketing, using the Internet as part of customer-centric, multi-channel marketing, the relationship between Internet marketing, e-marketing, e-commerce and e-business, benefits of Internet, differences from other media, technology.

#### **UNIT II**

**6**

Internet Microenvironment - Situation Analysis, Online marketplace analysis and mapping, Internet changes the immediate environment of an organisation, including marketplace and channel structure, type of environment analysis need to support Internet strategy - examining customers, competitors and intermediaries, evaluation of interplay between them, Summary of process and free tools for online marketplace analysis, planning an online marketing campaign, strategies of partnering and promotion.

#### **UNIT III**

**6**

Internet Macro environment - Situation Analysis, impact of the SLEPT or PEST or PESTLE environment factors, i.e. Social, Technological, Economic, Political and Legal environmental influences on Internet strategy and its implementation.

#### **UNIT IV**

**6**

Internet Marketing Strategy: Internet marketing strategy aligned with business and marketing strategies- situation review, goal setting, strategy formulation and resource allocation and monitoring. Internet Marketing Mix- in-depth research programme into online consumer buyer behaviour(6)

## **UNIT V**

**6**

Customer Relationship Management- Customer Relationship marketing (E-CRM) using the Internet details the strategies and tactics for using the Internet to build and sustain 'one-to-one' relationships with customers. Service Quality (web design) Delivering the online customer experience, customer service quality objectives. Analysis of customer needs, design of the site structure and layout, and creating the site- user-centered design, usability and accessibility design. Interactive Marketing Communications: Novel characteristics of new media, different online and offline promotion techniques - banner advertising, affiliate networks, promotion in search engines and directories, co-branding and sponsorship, e-mail, loyalty techniques and PR. Maintenance and Monitoring : Successful updating of a site and online and offline methods for assessing the effectiveness of the site in delivering business and marketing benefits. Business-to-consumer Internet Marketing, Business-to-business Internet Marketing

**Total= 30**

### **References**

1. Internet Marketing (Paperback) Dave Chaffey ,
2. EMarketing Excellence (Emarketing Essentials) (Paperback), PR Smith , Dave Chaffey

<b>MBN M670</b>	<b>STRATEGIC MARKETING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**Objective:**

To understand marketing from the strategic point of viewpoint.

**UNIT I**

**6**

Overview – Marketing Strategy – Perspective – Orientation – Planning – Where are we?

**UNIT II**

**6**

Environmental analysis – external – internal – strategic fit – market information – intelligence-Strategic marketing decisions and choices - - Porter’s generic competitive strategies – competitive position

**UNIT III**

**6**

Segmentation – targeting – positioning strategies – Relationship strategies-Product innovation and development strategies – Branding strategies – Service marketing strategies

**UNIT IV:**

**6**

Pricing and distribution strategies – Marketing communication strategies – E –marketing strategies-Strategy implementation and control

**UNIT V**

**6**

Social marketing and corporate social responsibility.

**Total = 30**

**Reference Book:**

Douglas West. John Ford, and Essam Ibrahim,” Strategic Marketing”, Oxford Press, 2006.

<b>MBN M672</b>	<b>PRODUCT LIFE CYCLE MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**Objectives:**

Upon completion of this course, each student should have a stronger appreciation of the Theoretical and practical aspects of product life cycle management.

**UNIT I**

**6**

Introduction to PLM Need for PLM, opportunities and benefits of PLM, different views of PLM, components of PLM, phases of PLM, PLM feasibility study, PLM visioning.

**UNIT II**

**6**

PLM Strategies Industrial strategies, strategy elements, its identification, selection and implementation, change management for PLM. Product Data Management (PDM) PDM systems and importance, reason for implementing a PDM system, financial justification of PDM, barriers to PDM implementation.

**UNIT III**

**6**

Product Design engineering design, organization and decomposition in product design, product design process, methodical evolution in product design, concurrent engineering, design for central development model. Strategies for recovery at end of life, recycling, human factors in product design. Modeling and simulation in product design.

**UNIT IV**

**6**

New Product Development Structuring new product development, building decision support system, Estimating market opportunities for new product, new product financial control, implementing new product development, market entry decision, launching and tracking new product program. Concept of redesign of product.

**UNIT V**

**6**

Technology Forecasting Future mapping, invoking rates of technological change, methods of technology forecasting such as relevance trees, morphological methods and mission flow diagram, combining forecast of different technologies, uses in manufacture alternative.

**Total – 30**

**References**

- Fabio Giudice, Guido La Rosa, Product Design for the environment-A life cycle approach, Taylor & Francis 2006. Stark, John. *Product Lifecycle Management: Paradigm for 21st Century Product Realisation*, Springer-Verlag, 2004.
- Saaksvuori, Antti & Immonen, Anselmi. *Product Lifecycle Management*, Springer-Verlag, 2004.
- Grieves, Michael. *Product Lifecycle Management*, McGraw-Hill, 2006. ISBN

<b>MBN M674</b>	<b>RURAL DEVELOPMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**Objectives:**

To equip students to understand the process of rural development.

**UNIT I**

**6**

Concepts of Rural Area and Rural Development Definition and Scope of Rural Development Causes of Rural Backwardness Need for Rural Development Historical Evolution of the Concept of Rural Development in Indian Context.

Population Growth in India Analysis of Trends and Changes in the Composition of Rural population and Rural Work Force Problems of Unemployment and Underemployment in Rural Areas Conditions and Problems of Agricultural Labour.

**UNIT II**

**6**

Levels of Living of Rural People poverty indicators Measurement of Rural Poverty Poverty Line Integrated Rural Poverty.

**UNIT III**

**6**

Education in Rural areas: Literacy Rates Educational Institutions Formal and Non formal Education: Qualitative and Quantitative Aspects.

**UNIT IV**

**6**

Health Services in Rural Areas Structure Accessibility Maternal and Child Health Nutrition CDSE radiation of Contagious Diseases Issues in Community Health AIDS Control Programme National Health Policy of India.

**UNIT V**

**6**

Housing in Rural Areas: Problems Rural Housing Programmes Low Cost Housing Appropriate Technologies in Rural Housing. Drinking Water Supply: Sources Problems Programmes to Solve Drinking Water Problems; Problems of Sanitation in Rural Areas Low Cost Toilets.

**Total= 30**

**References Books**

Katar Singh (2009), Rural development principles, policies and management, Sage publications

Tadlock cowan, B.Ellington Foote (2007), Rural Development, Novinka Books

HR

<b>MBN H667</b>	<b>INDUSTRIAL RELATIONS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

Objectives:

This course will help the student to get exposure on Industrial Relations. Understand the relationship between the employee, employer, union and government.

**UNIT I** **8**  
 Industrial Revolution – IR Concept, Importance & Scope – Factors affecting IR – Approaches to IR – IR Policy Pre Independence & Post Independence – ILO - Changing Scenario of Industrial unrest – Case Studies

**UNIT II** **6**  
 Trade Union Movement in India – Aim, objectives, structure and governing of trade unions - Theories of trade unionism - Disputes – Impact – Causes – Strikes – lockouts -layout – Prevention - Industrial harmony - Government Machinery – Conciliation – Arbitration – Adjudication - Grievance procedure – Case Study

**UNIT III** **6**  
 Labour Welfare works – concepts, need, importance, scope & Features – Approaches to Labour Welfare – Worker’s Education – Concept, Objectives – Workers Education in India – Levels of Workers Education – Workers Training – Case Studies

**UNIT IV** **5**  
 Collective Bargaining – Concept, Features, Importance – Principles of Collective Bargaining – Forms of Collective Bargaining – Process of Negotiation during Bargaining

**UNIT V** **5**  
 Worker’s Participation in Management – Concept, Objective – Forms of participation – Levels of participation – Functions of Joint Council – Condition necessary for effective working – Case Studies

**Total=30**

### References Books

1. Dynamics of Industrial Relations, Memoria, Memoria & Gankar (2008), Himalaya Publishing House
2. Industrial Relations in India, Ratan Sen (2010) MacMillan
3. Industrial Relations Emerging Paradigms, B.D.Singh (2010), Excel Books

<b>MBN H669</b>	<b>TRAINING &amp; DEVELOPMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**Objectives:**

This course will help the student to get exposure on how companies use training to equip employees for a certain task and acquire knowledge to do the task.-

**UNIT I**

**7**

Meaning and Definition of Training-Concepts of training & development – training, education and development – Learning principles – Objective, Structure and functions of training department – Training purpose – Benefits of training-Training & Development Policy

**UNIT II**

**7**

Training Process / Steps – Training Need Analysis (TNA) – Methods of TNA – Organizational analysis and Individual analysis – Selection of trainees – Selection of Trainer – Skills & Qualities required for a trainer

**UNIT III**

**6**

Selection of Training Place – Training Time – Preparing Training Budget - Creating appropriate training environment – Case Study-Techniques of training – On the job training (OJT) – Off the job training – Induction – Refresher Course – On the job training methods – Job Rotation – Internship training – Apprenticeship – Vestibule School – Coaching – Job Instruction training – Committee Assignment – Off the job training methods – Lecture – Conference & Discussion – Case Study – Role Play – Programme Instruction – T Group Training – Relative merits and limitations of methods – Mentorship Training - Case Study-

**UNIT IV**

**5**

Management Development Programme (MDP) – Concept, need & importance of MDP – MDP Process – Requirements for the success of MDP – Methods for improving Decision Making Skills – Case Study – Various Method of Management Development Programme – Relative merits and limitations of methods – Case Study.

**UNIT V**

**5**

Evaluation of training – Stages of training evaluation – Models of Training evaluation – How to select appropriate evaluation method – Various Models of evaluation, Measuring effectiveness of training – Training & Development Practice in India – Training Institute in India – Case Study.

**Total=30**

**References:**

- 1.Effective Training – System, Strategies & Practice, II Edition, P.Nick Blanchard, James W Thacker, PHI, New Delhi, India, 2006.
2. Training in Organization, Irwin Goldstein, Thomson Learning, 2007



<b>MBN H671</b>	<b>PERFORMANCE MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**Objectives:**

This course will help the student to get exposure on Performance Management. Understand the different segments and issues relating to performance-

<b>UNIT I</b>	<b>7</b>
Performance Management – Concept, Challenges – Theoretical Foundations of Performance Management – Learning theories – Motivation theories – Performance Management Systems – Case Studies	
<b>UNIT II</b>	<b>7</b>
Reward Management – Rewards in Performance Management – Theoretical Foundations of reward based Performance Management – Factors influencing reward system – Reward based Performance Strategy – Non Monetary Rewards – Case Studies	
<b>UNIT III</b>	<b>6</b>
Career Strategy – Significance – Theoretical Foundations of Career based Performance Management – Career based Performance Management Strategy – Team work in Performance Management – Theoretical Foundations of Team work in Performance Management – Team based Performance Management Strategy – Case Studies	
<b>UNIT IV</b>	<b>6</b>
-Organization Culture – Significance – Theoretical Foundations of Organization Culture in Performance Management – Culture based Performance Strategy – Measurement based Performance Management – Theoretical Foundations of Measurement in Performance Management – Measurement based Performance Strategy – Case Studies	
<b>UNIT V</b>	<b>5</b>
Competency Management – Significance – Theoretical Foundations of Performance Management – Competency based Performance Management – Leadership in Performance Management – Theoretical Foundations of Leadership in Performance Management – Leadership based Performance Strategy – Case Studies	
	<b>Total=30</b>

References:

- 1.Performance Management, Srinivas R.Kandula, Prentice Hall India
- 2.Performance Management, Prem Chandha, MacMillan

<b>MBN H673</b>	<b>ORGANISATIONAL STRUCTURE AND DESIGN</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

This course will help to understand the importance of organization structure and its design. It also helps to understand the dimensions and importance of organizational ethics.

**UNIT I**

**7**

What is Organizational – Definition-Importance of Organisations-Organisation as system – Organizational Design – structural dimension –Organization Theory – Evolution and Design – The role of Organization Theory and Design- current challenges and practices of organization theory – the ethical dimensions- SS technologies – AOL – Time Warner Apple and Dell computers- Taking the Lead-CISCO System- Cost cutting policies of Organization

**UNIT II**

**7**

Organizational purpose-Mission-Operative Goals. Importance of Goals-Organizational Strategies and Design-Importance and Consequences of poor Organizational Design. Organization stake holders-Top managers and orgn Authority –Top managers and Organisational Ethics –Untemporary Trends in Organization Design Current Challenges and Practices in Org Design of Strategy - Starbucks cofte Co, Johnson+Johnson - Use of Animal in cosmetic testing is it Right to use child Labour, Asea Brown Brover (ABB)

**UNIT III**

**6**

Organization structure –Authority –How and why vertical Differentiation occurs-control-Factors Affecting the shape of the Hierarchy principal of Bureaucracy-Influence of information-Processing - Perspective on structure Functional structure –Geographical sturuture-Market structure-Matrix Structure-Horizontal structure –Hybrid Structure-Application of Structural Design- Current challenges and Practices in Organization structure cases. Xerox, Microsoft copp, Blue Bell - Creameries Inc... shake up at DUPONT, Wal-Mart Goes National ,Then Global

**UNIT IV**

**6**

Strategy and External Environment-Environmental Domain Functional-Level Strategy-Business Level Strategy Corporate Level Strategy- Organizational Eco systems-Population Ecology-Organization Level-Technology and Organ. Effectiveness – Manufacturing Technology- Service technology mass production -Advanced Manufacturing Technology Impact of Technology on Job Design.

**UNIT V**

**5**

Current Challenges and Practices in Open system Design Elements. Google’s Global Ambitions- Tommy Hilfiger Toyota Motor corporation-Taking the Lead Volleswapen – Charles Corp.Organization SIZE, LIFE CYCLE and Control Organization Bureaucracy and control Organization culture – Ethical values in organization .

INNOVATION and CHANGE- Innovate or perish- Technology change- Evolutionary and Revolutionary change in organization-Managing change- managing the innovation Process- Innovation and Information Technology Current+Challenges and practices in internal Design Elenments.Kelloys Rapid product innovation Fortaking innovation at 3m TNT-UKOrganization Theory and Design , Richard .L.Datt Vanderbilt university THOMSON

**Total=30**

**Reference books:** Organizational Theory , Design and Change Gareth R.Jones-Pearson.

<b>MBN H752</b>	<b>LABOUR LEGISLATION</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>2</b>

### **Objective**

This course will help the student to get exposure on Industrial Law. Understand the relationship between the employee, employer, union and government and to have awareness of various industrial laws relating to employees.

<b>UNIT I</b>	<b>7</b>
Factories Act, 1948 Industrial Dispute Act, 1947	
<b>UNIT II</b>	<b>7</b>
Industrial Employment (Standing Order) Act, 1946 Employee Provident Fund & Miscellaneous Act, 1952 Trade Union Act, 1926	
<b>UNIT III</b>	<b>6</b>
Payment of Wages Act, 1936 Minimum Wages Act, 1948 Employee State Insurance Act, 1948	
<b>UNIT IV</b>	<b>6</b>
Payment of Bonus Act, 1965 Payment of Gratuity Act, 1972	
<b>UNIT V</b>	<b>5</b>
Workmen Compensation Act, 1923 Maternity Benefit Act, 1961 The Apprentice Act, 1961	

**Total=30**

### **References:**

1. N.D.Kapoor (2006), Industrial Law, Himalaya publishers
2. S.C.Srivastava (2009), Industrial Relations and Labour Laws, Vikas

<b>MBN H754</b>	<b>KNOWLEDGE MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>2</b>

### **Objectives**

The student will be able to understand the concept of knowledge management and scope and significance. The student will understand to utilize integrate the technology. This course will help the students to create and collaborating knowledge sharing and delivering value based knowledge. The course will expose to the students how knowledge management helps global corporations in:

#### **UNIT I** **7**

Introduction - Building a Global Strategy Around Knowledge Sharing -Identifying and integrating Technology

#### **UNIT II** **7**

Leading a Knowledge-Driven Company – Knowledge-Sharing Bedrock: Building a Foundation of Trust – Stripping Management Control over Information – Build or Buy a Knowledge System

#### **UNIT III** **6**

Custom-Made and Off-the-Shelf Solutions – Turning the IT Department into Something New– Encouraging the Flow of Knowledge

#### **UNIT IV** **6**

Letting Customers Guide – Recognizing Knowledge Sharing – Building the Critical Mass – Strategies for Building Communities – Creating Virtual Teams

#### **UNIT V** **5**

Knowledge Based Products and Services – Practical Education: Letting the organization grow – Metrics: Outcomes from the Flow of Knowledge – Speculation for the Future.

### **Reference Books:**

Knowledge Management Shelda Debowski Shelda Debowski’ - 2010, Wiley India Pvt. Ltd

Knowledge Management Rajiv Shaberwal Rajiv Shaberwal – 2010, PHI

<b>MBN H656</b>	<b>CREATIVITY &amp; INNOVATION MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>2</b>

**Objectives:** To enable students to understand creativity and innovation management. This course will help to understand individual and group creativity, generation of creative ideas in group and brainstorming.

#### **UNIT I**

**7**

Realm of creativity - can creativity be enhanced – Road blocks and block buster's – Puzzles of creativity – The body and the mind as root of human creativity – Spiritual and social roots of creativity – Entrepreneurial and Empowerment creativities – Quality of creativity. Quiz – Mental Gym – Case study

#### **UNIT II**

**7**

What is creativity – individual and group creativity – convergent thinking – divergent thinking and Generation of creative ideas is individual- Thinking Hats methods – redefinition techniques – Random stimulus - generation of creative ideas in groups – Brainstorming – Reverse Brainstorming – synaptic – Morphological Method. Creativity Exercises Mental Gym-The way the mind works, Diff between lateral and vertical thinking

#### **UNIT III**

**6**

Attitudes towards lateral thinking – Basic nature of lateral thinking – techniques – The generation of alternatives – challenging assumptions – innovation – suspended judgment - analogies – The new word PO CASE STUDY

#### **UNIT IV**

**6**

LATERAL Thinking – Mental Gym -What is a problem – defined problems – Creative Problem Solving – Models of techniques of Creative Problem solving – Creative problem solving – A comparison of creativity Techniques – Mental Gym Quiz-Blocks of creativity – Fears and Disabilities

#### **UNIT V**

**5**

Energy for your creativity – formative Environment and Creativity – Adult Environments – Pumping your creative muscles – Environmental Stimulants of creative – making your environment more Creativgenic – The creative Life Quiz – Mental Gym – Case Study.

**Total=30**

#### **References:**

1. Training Creative Thinking - Davis Gary and Scott **New York Pub**, Lifelong Creativity – Pradip N 2.Khandwalla **Tata Mc Graw Hill**, Managing creativity For Corporate Excellence – N Rastrgi **Mac Millan**, Lateral Thinking – Edward de Bono **Penguin Pub**, innovation and Entrepreneurship- Druker,Peter.

<b>MBN H658</b>	<b>INTERNATIONAL HRM</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**Objectives:**

This course will help the student to get exposure on how global business realize the huge potential they can tap in the developing nation. IHRM is emerging as a crucial factor since organizations are run by people-

**UNIT I** **7**

International Human Resource Management – Concept, Nature, Scope – Difference between IHRM & Domestic HRM – Developing IHRM strategies – Case Studies –

**UNIT II** **7**

Globalization & HRM – Stages in Internationalization of Business – IHRM Approaches – Cross Cultural Implications – Culture and Organization Performance – Case Studies

**UNIT III** **6**

-Staffing of Multi Nationals – Planning, Recruitment & Selection – Trends in International Staffing – Training & Development – Training Strategies – Expatriate Training – Cross Cultural Training – Trends in Training for Competitive Advantage – Case Studies -International Business Structure – Types of Multi national Structure

**UNIT IV** **6**

Performance Management in International Organizations – Variables influences performance of expatriate – International Compensation management – Variables influences Compensation – issues in compensation – Case Studies

**UNIT V** **5**

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

**Total=30**

**References**

1. International HRM, K.Aswathappa& Sadhna Desh, Tata McGraw Hill, 2010
2. International HRM, S.C. Gupta, Mac Millan, 2010
3. International HRM, Peter J. Dowling, Denice E.Welch, Thomson Leaning, 2010

<b>MBN H660</b>	<b>ORGANISATION CHANGE &amp; DEVELOPMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**Objectives:** To enable students to understand organizational change and development, frame work and dimensions of change which results into better performance.

**UNIT I** **7**  
 Organizational Change – Concept, Framework – Perspective of Organizational Change – Factors determining Change – Dimensions of Change – Theories of Change – Forces of Change – Case Studies

**UNIT II** **7**  
 Models of Change – Types of Change – Resistance to Change – Managing the resistance & Change – Change Agent – Role & Skills – Implementation of Change – Organizational Culture and Change – Case Studies

**UNIT III** **6**  
 Organizational Development – Concept, Characteristics – Assumptions of OD – Model of OD – OD Process – Diagnosing Organization, Group & Jobs – Collecting & Analyzing the information – Feeding Back information – Leading & Managing Change – Evaluating the OD interventions – Case Studies

**UNIT IV** **6**  
 Human Process interventions – Individual, Interpersonal & Group Approaches, Organization Process Approaches – Techno structural Interventions – Restructuring Organizations, Employee involvement & Work Design – Case Studies

**UNIT V** **5**  
 HRM Interventions – Performance Management, Developing & Assisting members – Strategic Interventions – Competitive & Collaborative Strategies, Organizational Transformation – OD in Global Setting – OD in Private & Public Sector Organizations – Case Studies

**Total=30**

**References:**

1.Radha R. Sharma (2010), Change management concept and applications, TMH publishers

2.JIM Grievies (2010), Organisational change, Oxford publishers

MBN H662	STRESS MANAGEMENT	L	T	P	C
		3	0	0	2

**Objectives:**

To understand stress and techniques to manage the same-The students will be able to understand what is stress, the ill effects of stress, what are the causes and remedies to overcome stress and manage crisis-

**UNIT I**

7

Meaning and Definition-sources of stress –consequence of stress-burnout-symptoms of Burnout-stress verses Burnout-model of stress-strategies for coping stress (individual and organizational strategies) –case study

**UNIT II**

7

-Charge Management-process of charge-resistance to charge-overcoming resistance to charge-stress resistance to change-counselling-need for counseling, types of counselling,dealing with making, steps in decision making-decision making technique-decision making and stress-case studies

**UNIT III**

6

Principles of Time management-inability to say no-procrastination-delegation-getting organized-communication-process-barriers-overcoming barriers of communication-role of technology and tools for effective time management-role of group cohesiveness-conflict resolving and stress-case studies-

**UNIT IV**

6

Career plateauing- types of career plateauing-managing the plateau-crisis management-meaning-issues-managing crisis-crisis management decision making

**UNIT V**

5

Creativity-process of creativity-Barriers –developing creativity-Brain strategy-Humour at work-team spirit-reducing conflict with humour-self development-principles of self Development-ways to develop positive mental attitudes –meditation for peace –yoga for life-problems-when to council-counselling and stress management-problem solving and decision.

**Total=30**

**Reference Books:**

- 1.BahtiaR.L.,”The Executive Track: An action plan for Self development”, Wheeler Publishing, New Delhi,1996.
- 2.Chakaravarthy S.K.,”Human Values for Managers,” Wheeler Publishing, New Delhi,1996.
- 3.Frances A.Clark,”Total Career Management”, Mc Graw Hill/ Henley Management Series,1995.
- 4.Jeff Davidson,” Managing Stress”, Prentice Hall of India, New Delhi,1996.



<b>MBN H664</b>	<b>HUMAN PSYSHOLOGY</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>2</b>	<b>0</b>	<b>2</b>

**Objectives:**

This course will help the students to understand human psychology, methods in psychology, nature and scope of psychology and various branches of psychology.

**UNIT I**

**7**

Introduction to psychology , Methods in Psychology, Quantitive Analysis:Concept and definition of psychology . Nature and Scope. Branches of psychology. Application of psychology to society and social problems. Characteristics of psychological studies, observation . Survey method, Clinical and case study method. Experiemental method. Application of the method. Measures of central tendency and dispersion. Correlation, Levels of measurement. Reliability and validity. Application in test construction.

**UNIT II**

**7**

Structure of neuron, nerve impulses, synapse and neurotransmitters. Central and peripheral nervous system-structure and neural control of behaviour. Hemispheric specialisation. Endocrine system and hormonal control of behaviour. Application of hemispheric knowledge to diagnostic purposes. Individual Differences: Heredity and environment. Life span development tasks. Sensitive or critical periods of development in human life cycle and its application. Preceptual process. Es. Perceptual organization. Perception of form, colour, depth and time. Perceptual readiness and constancy. Role of motivation, social and cultural factors in perception. Application of knowledge of perception to skill development (e.g.for certain jobs like that of driving, airline pilots etc.)

**UNIT III**

**6**

Classical conditioning and operant conditioning. Modeling and observational learning. Transfer of training. Learning and motivation. Application of the above to the improvement of academic performanve in education. Physiological basis of memory. Memory and forgetting. Measurement of memory (Recall, Recognition,Relearning).Short term and memory . Theores of forgetting (Decay and Interference theories and Repressive forgetting). Application of Mnermonic devices etc, to improving memory. Concept of formation. Nature and development of thinking. Language and thought and acquisition of language, Problem solving. Creative thinking and its applications.

**UNIT IV**

**6**

Definition and concept. Theories and models of Intelligence. Measurement of intelligence and aptitude. Exceptional intelligence. Mental retardation.Concepts of multiple, emotional and artificial intelligence and their application. Definition and concept of instinct, needs, drives and motives. Theories of motivation aned their application (drive reduction theory, Maslow's motivational hierarchy). Social motivation: Achievementm power , affiliation motives and influence of early experiences. Physiological basis of emotion.Theories of emotion (James-Lange and cannon-Brand theories, cognitive physiological theory). Concepts and Definition of personality. Sutdy of personality(Trait, type and eclectic approaches) Development of personality (Freud, Erikson, Biological

and socio-cultural determinants). Measurement of Personality (Projective tests, pencil-paper tests). Application of personality profiles in fitting a person to a job.

## **UNIT V**

**5**

Concept and definition. Factors affecting adjustment (frustration and conflict). Sources of stress and reactions to stress. Coping with stress. Application of stress management techniques. Socio-cultural factors and behaviour. Development of attitudes, stereotypes and prejudice, Measurement of Attitudes (Thurstone, Likert attitude scale and Bogardus Social Distance scale). Strategies for reducing prejudice and changing attitude. Person perception, implicit personality theory and integrating impressions. Application of person perception to impression management. Health and mental health (Yoga, meditation and relaxation therapies). Education (Programmed through group cohesiveness and leadership). Industry (Assessment centre approach in selection, recruitment and training). Environment (man-nature interaction, personal space concept, pollution reduction) Information technology (Application to commercial, educational and health areas).

**Total=30**

### Reference Books

1. Introduction to Psychology, Kuppusamy, Asia Publishing House
2. Social Psychology, Baron and Byrne Tate McGraw Hill
3. Introduction to Social Psychology, Lindgren.

<b>MBN H666</b>	<b>COMPETENCY MAPPING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**OBJECTIVES:**

The student will be able to understand the definition and the concept of competency and competency mapping. It helps to identify the features of competency methods, approaches of competency mapping. The student will understand the procedures and steps involved in competency mapping and also to understand the developing competency models and using competency profiles in HR decisions.

**UNIT I**

**7**

Meaning, Definitions and Concept of Competency and Competency Mapping- Competency Methods In Human Resource Management- Features Of Competency Methods. Competency Mapping Procedures And Steps

**UNIT II**

**7**

Business Strategies – Performance Criteria- Criteria Sampling- Tools For Data Collection- Validating The Competency Models- Shortcut Methods- Competency Mapping For Future Jobs.

**UNIT III**

**6**

Approaches to Competency Mapping – Using Competency Profiles In HR Decisions- Difference Between Skill And Competency – Components Of Competency- Competency Assessment – Purpose Of Competency Mapping Methods Of Data Collection For Mapping

**UNIT IV**

**6**

Critical Incident Techniques – Expert Panels- Surveys – Job Task Analysis- Behavioral Event Interview – Competency Application- Role Of Competency – Identification Of Role Competency Competency Data Recording And Analyzing The Data

**UNIT V**

**5**

Content Analysis Of Verbal Expression – Validating The Competency Models – Categories Of Competencies – Differentiating The Competencies – Functional Or Technical Competencies – Leadership And Managerial Competency

**Total=30**

**Books:**

1. A Hand Book Of Competency Mapping – Seema Sanghi –Response Books, 2010
2. Competency Based HRM – Ganesh Sharmon – Tata Mcgraw-Hill, 2004.
3. Competency at Work – Lyle M Spencer – Signe M Spencer – John Wiley And Sons Inc.

<b>MBN H668</b>	<b>COMPENSATION MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

### **Objectives**

This course will help the student to get exposure on Compensation Management. The student will be able to understand the different theories, legislations, schemes relating to the compensation management. This course will help the students to understand the new trends in compensation management and recent changes in the compensation management.

#### **UNIT I**

**7**

Compensation – Concept, dimensions & system – Rewards – Concept – Non Financial Compensation System – Economic Theory – Behavioural Theory – New trends in Compensation Management – Case Studies.

#### **UNIT II**

**7**

Compensation Strategy at Macro Level – Wage Policy – Wage Determination – Pay Fixation – Collective Bargaining – Pay Commission – Compensation Strategy at Micro Level – Job Evaluation – Methods & System – Case Studies.

#### **UNIT III**

**6**

Salary Progression – Methods of Payment – Competency based compensation – Incentive scheme Types, Merits & Demerits – Performance Appraisal – Strategic Perspective on Benefits – Factors, Classification – Case Studies

#### **UNIT IV**

**6**

Minimum Wages Act, 1948 – Payment of Wages Act, 1936 – Equal Remuneration Act, 1976 – Managerial Remuneration – Tax Planning – Salary Structuring – Recent trends in Taxation – Case Studies.

#### **UNIT V**

**5**

Voluntary Retirement Scheme – International Compensation – Objectives, Package & Problem – Recent Changes in Compensation Strategy – Case Studies

**Total=30**

### **References:**

1. Compensation & Reward Management, B.D.Singh, Excel Books, 2006
2. Compensation, Milkovich & Newman, Tata McGraw Hill, 2007

<b>MBN H670</b>	<b>STRATEGIC HRM</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>2</b>

### **Objective**

This course will help the student to get exposure on Strategic Human Resource Management. Understand the different strategies relating to human resource management.

#### **UNIT I**

**7**

Human Resource functions in India – Emergence of Human Resource Management – Distinctive features of human resource management – Strategic Human Resource Management – Aligning human resource to corporate strategy – Human Resource Management in practice – Case Studies

#### **UNIT II**

**7**

Organization Socialization process – Mentoring – Organizational Culture – Organizational Change – Human Resource Planning – Employee Resourcing – Recruitment & Selection process  
Placement – Case Studies.

#### **UNIT III**

**6**

Performance Management – Performance Appraisal System – Reward & Performance Management – Motivation – Job Redesign – Job Enlargement – Wage Structuring – Wages & Salary policies – Legal frame work – Wage differentials – Job Evaluation – Incentive Payment system – Payment by result – Case Studies.

#### **UNIT IV**

**6**

Training Methodologies – Management Development – Career Development – Succession Planning – Welfare & Health – Industrial Relations – Concept, Scope & Objectives – Changing Values & impact

#### **UNIT V**

**5**

Trade Unionism – Employee participation in management – Collective Bargaining – Grievance Procedure – Case Studies. Human Resource Outsourcing – Planning Retirement – Human Resource Management in Indian Context & International Context – Ethics in India – Work & Business Ethics – Corporate Social Responsibility – Corporate Governance – Case Studies

**Total=30**

### **References Books**

- 1 Strategic Human Resource Management, K.Prasad, Mac Millan
- 2 Strategic Human Resource Management, Tanuja Agarwal, Oxford
3. Strategic Human Resource Management, Thomson Learning

<b>MBN H672</b>	<b>LEADERSHIP</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

### **Objectives**

The student will be able to understand the meaning, definitions and concepts leadership. It helps to influence the people to work effectively in an organization and to understand the importance leadership and styles of leadership to develop the team works and motivate individuals as well as group members.

### **UNIT I**

**7**

Meaning, definition and concept of leadership, importance of leadership, scope and insignificance of leadership, qualities of leader, difference between leader and manager - difference between leadership and Manager

### **UNIT II**

**7**

Theories of leadership-Types of leader leadership styles, Leadership styles of Indian managers. Ethics-Ethical theories - principles of ethical leadership-leadership in action

### **UNIT III**

**6**

Leadership and values, principles of leadership, leadership doing Right things –Leading across culture.

### **UNIT IV**

**6**

Power and Influence, meaning and definition of power, leadership influence tactics, women leadership concept and significance of women leadership

### **UNIT V**

**5**

women employee and Manager, role of women entrepreneurs and leaders for the academic development of the country.

**Total=30**

### **Reference Books**

1. Leadership, Richard L.Hughes ,MC Graw Hill Companies - 2009
2. Understanding Behaviors for effective Leadership Jon.P.Howell ,PHI Learning Pvt.Ltd., New Delhi - 2008
3. Research findings and Prachce ,Biztantra,New Delhi ,Anbhref J Dusin - 2007
4. Leadership and Management, A.Chandra Mohan, Himalaya Publishing House - 2007

<b>MBN H674</b>	<b>TEAM MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

### Objectives

The student will be able to understand its meaning, definitions and the concept of team management and its importance. It helps to study the behavior of team members and to manage team effectively.

**UNIT I** **7**  
 Meaning, definitions, concept of team –team work, team Management- Role of team, objectives, significance of team management

**UNIT II** **7**  
 Communication in groups and Teams -Team communication performance strategies. Team works and Team Building Motivation and problem solving skills for effective decision making.

**UNIT III** **6**  
 Management of Teams – Strategies for managing Team conflict - different types of conflict - reasons for conflict. Morale and decision making skills for effective team management

**UNIT IV** **6**  
 Job satisfaction of team members – factors influencing to motivate team members

**UNIT V** **5**  
 Some Management insights for improving organization effectiveness.

**Total=30**

### Reference Books

1. Team Development & leadership B.Rathan Reddy, JAICO Publishing House - 2008
2. Leading groups & Team, Bonnie T Yarbrough ,Cengage Learning,New Delhi - 2009
3. Group Rynamis and Team Building, R.K.Sabu ,Excell Books,New Delhi - 2008
4. High Performance Leadership, G.Vijaya Raghavan, Himalaya Publishing House, Mumbai – 2010

<b>MBN H676</b>	<b>NEURO LINGUISTIC PROGRAMMING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**Objectives:**

To enable students to understand the process of Neuro linguistic programming. To equip students to understand verbal and nonverbal communication and make them to familiar with various learning tools, stress and emotion concepts more effectively.

**UNIT I**

**7**

NLP –Pre suppositions of NLP-models, methods and techniques of NLP-Rapport-calibration-pacing and lead- Anchoring-reframing-meta model-use and perspective of NLP-Quick view of NLP, Brain gymnastics, the effect of Music and Self-Hypnosis

**UNIT II**

**7**

Communication Intrapersonal, interpersonal, verbal and nonverbal communication-Languages -Eye Accessing --Rapport –fames –Metaphors -Psychology of persuasion. State of Mind -Thinking style Meta-programs Presuppositions.

**UNIT III**

**6**

Applications of NLP -Neurological levels - Perceptual Position -Time line and its applications -Modeling and perceptual positioning exercise

**UNIT IV**

**5**

Creativity and Strategies -Disney model creativity strategy -Introduction to Milton model and Meta model in communication and interpersonal relationships-

**UNIT V**

**5**

Power of Mind Colour Psychology. Stress Management -Review of assignments.

**Total 30**

**References:**

1. Mo Shapiro (2009), Neuro Linguistic Programming, Hodder & Stoughton Publishers
2. Sandra Janicki (2010), NLP-Neuro-Linguistic Programming: An initial introduction to the wide field of NLP. Druk and Bindung Publishers.



# OPERATIONS

<b>MBN O683</b>	<b>PROJECT MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**UNIT – I**

**6**

Project Management concept-Attributes as a project-Project life cycle-The Project Management process- Benefits of Project Management- Needs,Identification-Project selection-preparing a request for proposal-Soliciting proposals-Proposed solutions-Proposal Marketing-Bid/No-Bid Decision-Developing Winning Proposal-Proposal preparation-Proposal contents-Pricing Consideration-Proposal Submission and Follow-up-Customer evaluation as proposals-Types of contracts-Contract provisions-Case study

**UNIT – II**

**6**

Planning-Project Objective-Work Break-down structure-Responsibility Matrix-Defining activities-Developing the network plan-Planning for Information system development-Project Management softwares-Scheduling-activity duration estimates-project start and finish times-Schedule calculation-Scheduling for information systems development-Case study

**UNIT – III**

**6**

Schedule control-Project control process-Effects of actual schedule performance-Incorporating project changes into schedule-Updating the project schedule-Approaches to schedule control-Schedule control for information system development – Resource consideration-Constrained Planning-Planned resources utilization – Resources leveling-Limited scheduling-Project Management software – Cost Planning and Performance-Project cost Estimates-Project Budgeting-Determining actual cost-Determining the value of work performed-Cost performance analysis-Cost forecasting-Cost control-Managing Cash Flow-Case study (6)

**UNIT – IV**

**6**

Managing Risks-Risks identification-Risks Assessments-Risks recharge planning-Risks Monitoring-Feasibility-Technical Feasibility-Marketing Feasibility-Socio-Economic Feasibility-Managerial Feasibility and Function Feasibility- Case study

**UNIT – V**

**6**

Project Manager-Responsibilities of the Project Manager-Skills at the Project Manager-Developing the skill needed to be a Project Manager-Delegation-Managing Change – Project Team-Project Team development and Effectiveness- Ethical Behaviour conflict on project-problem solving-Time Management-Project Communication and Personal Communication-Effective listening-Meetings-Presentation-Report-Project documentation and Controlling changes-Types of project organization-Functional type of organization-Matrix organization-Case study.

**Total = 30**

**Reference Books:**

1.Samuel J.Mantel JR., Jack R.Meredith, Project Management, Wiley India, Edition 2006.

2. James P. Clemens and Jack Gido, Effective Project Management, Thomas South-Western, Edition 2007.
3. Larry Richman-Project Management step by step, PHI New Delhi, Edition 2008.
4. Santakki.V.C., Project Management, Himalaya Publishing House, Edition 2006.
5. Bhanesh M.Patel, Project Management, Vikash Publishing House Pvt Ltd, Edition 2008.
6. Project Management, Jack Gido and James P Clements, (Edition 2009) Cenage Learning India pvt Ltd., New Delhi.

<b>MBNO 685</b>	<b>PRODUCTION PLANNING AND CONTROL</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**OBJECTIVE:**

To enable the students to understand the principles, practices and applications in production planning and control-

**UNIT – I**

**6**

Principles, Flow pattern- Types of layout- Facilities location- Single facility layout problem-- Facilities layout in manufacturing- Modular design concept-Basic steps in forecasting- Simple average methods- Moving averages- Exponential smoothing- Trend and seasonality method- Box- Jenkins method- Auto correlation, Auto regressive models (AR), Moving average models

**UNIT –II**

**6**

Capacity- Measuring capacity- Load- Planned Load- Unplanned load- Capacity management- Capacity control- Capacity planning- Capacity requirement planning (CPP) - Inputs to CPP-- CRP output, Benefits and Drawbacks of CRP-

**UNIT – III**

**6**

Types of Manufacturing Scheduling- Single machine sequencing- Inputs-Output control-- Forward and backward scheduling- Techniques for sequencing- Optimized production (6)

**UNIT – IV**

**6**

Technology-Quality characteristics- Quality Assurance-Quality and Reliability- Quality improvement- Management of Quality

**UNIT – V**

**6**

Master Production- Scheduling (MPS) – Gantt chart- Production-Planning for repetitive manufacturing- for Process Industries (PP-PI).

**Total = 30**

**Reference Books:**

- 1: Holt, Charles C, Franco Modgiliani, John F Muth, and Herbert A.Simon, 1998, Planning Production Inventories and Workforce, Prentice Hall Inc, New Jersey.
- 2: Orlicky, Joseph.G, Material Requirement planning, New way of life in Production Inventory Management, McGraw-Hill, New York, 1975.
- 3.PRODUCTION PLANNING AND CONTROL, Text and cases by S.K.MUKHOPADHYAY, 2<sup>ND</sup> EDITION PHI

<b>MBN O687</b>	<b>MATERIALS MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

### **OBJECTIVES**

To understand the working of a materials management department, Aspects of Stores management, Warehousing management and material requirement planning.

#### **UNIT – I**

**6**

Objectives of materials management, organization of material function, materials. Planning, codification & standardization, value analysis in material management.

#### **UNIT – II**

**6**

Warehousing management, purchasing cycle, materials handling

#### **UNIT – III**

**6**

Vendor rating, contract management. Legal aspects of buying spare parts management, material requirement planning,.

#### **UNIT – IV**

**6**

Capacity management, Forecasting, Product & Processes, Just-in-time manufacturing, TQM, Incoming, Material quality.

#### **UNIT – V**

**6**

Cost-effectiveness & performance management, material management, Information system, stores management, material management

**Total= 30**

### **Reference books**

1. J.R. Tony Arnold & Stephen N. Chapman, Introduction to Materials Management, Pearson Education Inc, 2001.
2. P. Gopalakrishnan, Purchasing and Materials Management, Tata McGraw Hill Publishing Company Limited, New Delhi, 2001.
3. P. Gopalakrishnan & M. Sundaresan, Material Management an Integrated Approach, Prentice – Hall of India Private Limited, New Delhi, 2001.
4. A.K. Datta, Materials Management, Inventory Control and Logistics, Jaico Publishing house, Mumbai, 2001.
5. A.K. Datta, Materials Management Procedures, Text and Cases, Prentice- Hall of India Private Limited, New Delhi, 2001.
6. P. Gopalakrishnan & A.K. Banerji, Maintenance and Spare Parts Management, Prentice Hall of India Private Limited, New Delhi, 2001.

<b>MBNO 689</b>	<b>LOGISTICS AND SUPPLY CHAIN MANAGEMENT FOR OPERATIONS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**Objectives:**

To enable the students to understand the principles, practices and application in Logistics and supply Chain Management.

**Syllabus:**

**UNIT I**

**6**

Importance and Scope of Supply chain, Supply Chain Strategies, Drivers of Supply Chain, Examples of Supply Chains and integrated view of Supply chains-

**UNIT II**

**6**

Managing Supply & Demand, Significance of Forecasting, Aggregate Planning Strategies, Inventory Models,

**UNIT III**

**6**

Safety Inventory, procurement & Outsourcing Strategies, SRM and Strategic Sourcing- Various Distribution Models, Warehouses as Integrators in Supply Chain, Distribution Network Planning, Modes of Transportation, Design Options for a Transportation network-Pervasiveness of Information Technology in Supply Chain Management – ERP, RFID, GPS, E-Procurement. Frame work for strategic alliances –

**UNIT IV**

**6**

3 PL / 4 PL, performance Metrics in Supply Chain, risk management, CRM-The Frame work and four driving forces of Globalization, (6)

**UNIT V**

**6**

Risk management in Global Logistics, Containerization, Export-Import procedures in detail. (6)

**Total = 30**

**Reference Books**

David Taylor and David Brunt, Manufacturing Operations and supply Chain Management, Vikas Thomson Learning, 2001.

Philippe –Pierre Dornier, Global Operations & Logistics, John Wiley & Sons Inc. New York, 2002.

Monezka / Trend/ Handfield, purchasing and Supply Chain Management, Thomson South-Western College Publishing, 2000.

B.S.Sahay, Supply Chain Management for Global Competitiveness, Macmillan India Ltd., Delhi 2000.

David Hutchins, Just in time, Jaico Publishing House, Mumbai 2001.

David Simchi – Levi & Philip Kaminsk, Designing and managing the supply Chain, Mc Graw Hill Companies Inc, 2000.

Donald J.Bowersox & David J.Closs, Logistical Management, Tata Mc Graw Hill Editions, New Delhi,2000.

Jermy F.Shapiro, Modeling and Supply Chain, Thomson Learning, 2001.

Martin Christopher, Logistics and Supply Chain Management, Financial Times Management, 2000.

<b>MBN O652</b>	<b>TECHNOLOGY MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>2</b>

**UNIT – I** **6**  
Meaning of technology – Technology versus Technique – Technology Development –  
Technology Transfer - Technology lifecycle - Technological Environmental changes

**UNIT – II** **6**  
Managing Research Function – Research & Development – Product life cycle –  
multistage decisions – R&D projects

**UNIT – III** **6**  
Creative process, influence of environmental trends on R & D-Designing & engineering  
– Simultaneous engineering – Product Liability and Safety

**UNIT – IV** **6**  
Product life characteristics curve – infant mortality – Human factors in engineering –  
value engineering-Flexible manufacturing systems - Synchronized manufacturing –

**UNIT – V** **6**  
Factors of the future - Just in Time – Quality control techniques - Facilities engineering-  
Project definition - project proposal process – project planning tools – network models -  
controlling cost & schedule.

**Total = 30**

**Reference Book**

Technology management – C. S. V Moorthy, Himalaya Publishing House, First edition  
2006.



<b>MBN O654</b>	<b>WORLD CLASS MANUFACTURING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>2</b>

**OBJECTIVE:**

To enable the students to understand the principles, practices and applications in World-Class Manufacturing.

**UNIT –I** **6**

The emergence of Information age – Business Challenges of the information age – Operating Environment of Information age business – Globalization and international business – India’s global competitiveness

**UNIT – II** **6**

Manufacturing Excellence – World class manufacturing and Information age competition – Manufacturing Challenges of the Information age – Time based knowledge – Managing Knowledge – Problems in the manufacturing Industry-Manufacturing excellence and competitiveness

**UNIT – III** **6**

World class manufacturing- the need and how to achieve the same– The philosophy of world class manufacturing – The practices of world class manufacturing – Quality in world class manufacturing-Overview of systems and tools – Information management tools – Material processing and handling tools – An assessment manufacturing systems and tools

**UNIT – IV** **6**

Competitiveness of Indian Manufacturing – Manufacturing performance and planned strategies of Indian manufacturing firms – Manufacturing objectives and strategy – Manufacturing management practices – IT infrastructure and practices – The manufacturing strategic Intent framework – Manufacturing Applications – Manufacturing strategy, World class status and IT use.- overview of India’s status-Business Strategy and global competitiveness

**UNIT – V** **6**

Generic manufacturing strategies for the information age – Developing strategic thinking in manufacturing – Issues in strategic planning for world class manufacturing – Implementing the world class manufacturing plan – Need for performance measurement – Human resource dimensions in world class manufacturing – Manufacturing strategy - Futile search for an elusive link – The manufacturing strategic intent classification.

**Total=30**

**References Books**

1. World Class Manufacturing – A Strategic Perspective – B .C .Sahay, KBC Saxena and Ashish Kumar, I edition, 2007 – McMillan India ltd,2000. Reprinted 2006.
2. The competitive Advantage of Nations, Porter M.E , Free Press, New York 1990. America’s best: Industry Week’s guide to world class manufacturing plants, John Wiley, Kinni, T.B, New York 1996.
- 3.World Class Manufacturing K.Shridhara Bhat

<b>MBN O656</b>	<b>MAINTENANCE MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**Objectives:**

To enable the students to understand the principles, practices and applications in Maintenance Management.

**UNIT – I** **6**  
 Objectives, Importance of Maintenance- Roles and responsibilities of maintenance professionals-

**UNIT – II** **6**  
 Safety management- Productivity and maintenance. Scheduled maintenance – preventive maintenance – predictive maintenance – planned maintenance – corrective maintenance routine maintenance – inspection, lubrication, calibration and maintenance quality.

**UNIT – III** **6**  
 Typical causes of BDM- disadvantages- maintenance as a perspective of asset management- Total Productive Management –Contract maintenance – Breakdown history and other maintenance records

**UNIT – IV** **6**  
 Technical and financial factors for replacement – Methods of replacement analysis- salvaging spare parts procurement

**UNIT – V** **6**  
 warehousing and logistics management. Emerging trends in maintenance management – Global scenario-Indian experience – need for maintenance training – Managing obsolescence. (6)

**Total = 30**

References:

1. Maintenance and spares Parts management – P Gopalakrishnan & A K Banerji. Prentice Hall of India, 2007
2. Industrial Engineering and Management- O P Khanna. Dhanpat Rai & Sons,2008  
 Handbook of Quality Management – J M Juran.

<b>MBN O658</b>	<b>SERVICE MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**Objectives:**

Upon completion of this course, each student should have a good appreciation of the Theoretical and Practical aspects of service management.

**UNIT – I**

**6**

Services & Society-Nature of services & service Encounters - Customers as the focus of service Management

**UNIT – II**

**6**

Service Management in the international Arena -Service Strategy and Competitiveness.

**UNIT – III**

**6**

Technology & its Impact - Service Design & Systems Delivery - Human Resource Management in services - work measurement in services - locating facilities and designing their layout.

**UNIT – IV**

**6**

Managing Demand and supply in services - Queuing and simulation - Service Quality and continuous improvement - Tools and techniques of total quality management - Service productivity and measurement of performance.

**UNIT – V**

**6**

Forecasting demand for service - vehicle routing and scheduling - Project Management - Linear and Goal applications for service - service inventory system.

**Total=30**

**Reference Books:**

1. Service Operations Management,3rd Edition ,[Robert Johnston](#), [Graham Clark](#), 2008, Paperback, 552 pages - ISBN13: 9781405847322 - ISBN10: 1405847328
2. Successful Service Operations Management with CD-ROM [Hardcover] Richard D. Metters (Author), Kathryn H. King-Metters (Author), Madeleine Pullman (Author) South-Western College Pub; 1st edition 2002 -- ISBN-10: 0324135564 -- ISBN-13: 978-0324135565
3. Fitzsimmons, James A., and Mona J. Fitzsimmons, *Service Management: Operations, Strategy, and Information Technology*, 3rd Ed., Irwin/McGraw-Hill, 2001.

<b>MBN O660</b>	<b>PRODUCT LIFE MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**Objectives:**

Upon completion of this course, each student should have a good appreciation of the Theoretical and Practical aspects of product Life management, integrating various aspects of technology, new product development, Product design areas.

**UNIT – I**

**6**

Introduction to PLM -- Need for PLM -- opportunities and benefits of PLM -- different views of PLM -- components of PLM -- phases of PLM -- PLM feasibility study -- PLM visioning.

PLM Strategies -- Industrial strategies, strategy elements, its identification, selection and Implementation -- change management for PLM

**UNIT – II**

**6**

Product Data Management (PDM) -- PDM systems and importance, reason for implementing a PDM system, financial justification of PDM, barriers to PDM implementation

Product Design -- Engineering design, organization and decomposition in product design, product design process, methodical evolution in product design, concurrent engineering -- design central development model -- Strategies for recovery at end of life, recycling, human factors in product design -- Modeling and simulation in product design

**UNIT – III**

**6**

New Product Development Structuring new product development, building decision support system -- Estimating market opportunities for new product, new product financial control, implementing new product development -- market entry decision, launching and tracking new product program -- Concept of redesign of product.

**UNIT – IV**

**6**

Technology -- Forecasting Future mapping, invoking rates of technological change, methods of technology forecasting such as relevance trees, morphological methods and mission flow diagram, combining forecast of different technologies, uses in manufacture alternative

Integration of technological product innovation and product development in business processes within enterprises, methods and tools in the innovation process according to the situation, methods and tools in the innovation process according to the situation Virtual product development tools for components, machines, and manufacturing plants: 3D CAD systems, digital mock-up, model building, model analysis, production (process) planning, and product data technology.

**UNIT – V****6**

Product conception process: Business processes, data-process relationship, from the idea to waste disposal Product structures: Variant management, product configuration, material master data, product description data, Data models, Life cycles of individual items, status of items

**Total = 30****Reference Books:**

1. Stark, John. Product Lifecycle Management: Paradigm for 21st Century Product Realisation, Springer-Verlag, 2004.
2. Fabio Giudice, Guido La Rosa, Product Design for the environment-A life cycle approach, Taylor & Francis 2006.
3. Saaksvuori Antti / Immonen Anselmie, product Life Cycle Management Springer,Dreamtech, 2008.
4. Product Lifecycle Management, Michael Grieves, Tata McGraw Hill, 2009.

<b>MBN O662</b>	<b>AUTO INDUSTRY</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**Objectives:**

Upon completion of this course, each students should have a good appreciation of the Theoretical and Practical aspects of various issues involved in Auto Industry.

**UNIT – I**

**6**

Analysis of Auto Business Environment - Automotive Laws & Ethics - Developing a Marketing Plan for Auto Products - Sustainable Market Development in Auto segment- The way forward - Case Study in Market Planning & Market Development- Toyota - Market Plan for Innova - Audi

**UNIT – II**

**6**

Global Market Development Strategies - Introduction to Automotive Technology - New Product Development Strategies for Auto Products - Product Development, Market Development & Diversification Strategies in Auto-Markets - PLC Strategies for Auto Products - Branding Auto Products & Managing Auto Brands - Parts & Service - Case Studies in Product Management - Maruti 800 - A dying Brand? - BMW - Lessons in Product Development

**UNIT – III**

**6**

Definition of “Channel” in Auto Marketing - Partner Management Models in Auto Industry - Sales Management - Training & Development - Dealership Sales Operations - Automotive After-Marketing

**UNIT – IV**

**6**

The competitive Edge for Auto Brands - Towards Multi-Brand Auto Retail - Examples from Developed Countries - Case Study in Channel Management - Hyundai - Partners for Life - Merc’s Global Partner Management Model - Advertising & Sales Promotion in Auto Markets - Significance of Public Relations in Auto Marketing - Role of Brand Ambassadors in Promotions - Case Study in Promotion Management - Hyundai and SRK - Lessons in Brand Power - Tata Nano’s ad – campaign

**UNIT – V**

**6**

Supplier Relationship Management - Customer Relationship Management - Case Study in Relationship Management - Ashok Leyland - The Supplier Relationship Management Champion - Audi’s e CRM Model.

**Total= 30**

**Reference Books**

1. The Automobile Revolution -- The Impact of an Industry-Authors: Jean-Pierre Bardou, Jean-Jacques Chanoran. Patrick Fridenson, James M. Laux Publisher: The University of North Carolina Press Chapel Hill.
2. Automotive Industry: Technical Challenges, Design Issues and Global Economic Crisis. Author: Stuart K Drammond and Gordon A Maxwell Publisher: Nova Science Publication Inc.,

<b>MBN O664</b>	<b>REAL ESTATE MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**Objectives:**

Upon completion of this course, each student should have a stronger appreciation of the Dynamics of Real Estate development and management.

**UNIT – I**

**6**

Introduction to the Course -- Introduction to Real Estate Development -- Developers and The Team

**UNIT – II**

**6**

Inception of the Idea and the Design - Market Research and Feasibility

**UNIT – III**

**6**

Land Development and Housing -- Retail and Office Development

**UNIT – IV**

**6**

Debt Financing and Equity Investment - Leasing and Tenant Improvement -- Operations and Management

**UNIT – V**

**6**

Pre-Construction Services -- Taxation and Legal Liability Issues.

**Total = 30**

**Reference Books:**

1. *Real Estate Development: Principles and Process*, Mike E. Miles, Gayle Berens, Marc A. Weiss, Urban Land Institute; 3rd Edition (January 17, 2000), ISBN: 0874208254.
2. *Professional Real Estate Development*, Richard B. Peiser, Anne B. Frej, Urban Land Institute; 2nd Edition (January 2003), ISBN: 0874208947
3. *Dictionary of Real Estate Terms*, Jack P. Friedman, Jack C. Harris, J. Bruce Lindeman, Barron's Educational Series; 5th Edition (September 1, 2000), ISBN: 0764112643.

<b>MBNO 666</b>	<b>BUSINESS OUTSOURCING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**Objectives:**

Upon completion of this course, each student should have a stronger appreciation of the Various issues concerned with business outsourcing.

**UNIT – I**

**6**

Outsourcing – Definition, need and scope – Guidelines – Issues – Best practices - Competitiveness – Evaluation – achieving business transformation -- Business Model.

**UNIT – II**

**6**

Call centres – Evolution, Technology and Success factors.

**UNIT – III**

**6**

Business Process Outsourcing – Service scope, benefits – Indian Scenario – Framework for execution – Managing transition

**UNIT – IV**

**6**

Business Processes – Types – Strategy and Process of outsourcing – Challenges -- Classification of BPO outfits – Models – Governance – Legal issues – Regulatory issues.

**UNIT – V**

**6**

Service supplier selection – service level agreement – Transition from BPO to KPO up the value chain – The road ahead for business outsourcing – Pre-requisites and precautions – Service quality issues in business outsourcing

**Total = 30**

**Reference Books:**

Business Process Outsourcing – A supply chain of expertises – Vinod V. Sople – Eastern Economy Edition – 2009 Edition – PHI Learning Pvt. Ltd. , New Delhi.

Outsourcing and insourcing in an International context – Marc J. Schniederjans et al – 2008 edition – Prentice Hall of India.



**SYSTEMS**

<b>MBN S675</b>	<b>SOFTWARE ENGINEERING AND PROJECT MANAGEMENT</b>	L	T	P	C
		2	0	0	2

**OBJECTIVES:**

To learn about Software Engineering Practice, Process Models, Design Engineering, Web applications and Software Project Management

**UNIT I**

**6**

**PROCESS MODELS**

Introduction to Software Engineering – Changing nature of software – software Myths – Generic view of process – Capability Maturity Model Integration – Process Patterns and Assessment – Process Models – Process Technology – Waterfall Model – Incremental Model – Evolutionary Models – Specialized Process Models – Unified Process – Agile Process – Agile Process Models

**UNIT II**

**6**

**SYSTEM ENGINEERING**

Software Engineering Practice – Communication Practices – Planning Practices – Modeling Practices – Construction Practice – Deployment – System Engineering – Modeling – Simulation – Business Process Engineering – Product Engineering – System Modeling – Requirement Engineering Tasks – Initiating the Requirements Engineering Process – Eliciting Requirements – Developing Use-Cases – Building the Analysis Model – Negotiating Requirements – Validating Requirements

**UNIT III**

**6**

**DESIGN & TESTING STRATEGIES**

Design Engineering – Design Process and Design Quality – Design Concepts – Design Model – Pattern-Based Software Design – Testing Strategies – A Strategic Approach to Software Testing – Strategic Issues – Test Strategies for Object Oriented Software – Validation Testing – System Testing – The Art of Debugging

**UNIT IV**

**6**

**WEB ENGINEERING APPLICATION**

Web Engineering – Web App Engineering Layers – Web Engineering Process – Web Engineering Best Practices – Design for Web Apps – Design Issues for Web Engineering – Web E Design Pyramid – Interface Design – Aesthetic Design – Content Design – Architecture Design – Navigation Design – Component Level Design – Hypermedia Design Patterns – OOHDM – Design Metrics for Web Apps

**UNIT V**  
**PROJECT MANAGEMENT & REENGINEERING**

6

Project Management – Management Spectrum – The People – The Product – The Process – The Project – W5HH Principle – Critical Practices – Component Based Development – CBSE Process – Domain Engineering – Component Based Development – Classifying and Retrieving Components – Economics of CBSE – Reengineering – Business Process Reengineering – Software Reengineering – Reverse Engineering – Restructuring – Forward Engineering – The Economics of Reengineering

**Total = 30**

**Reference Books:**

1. B1 – Rohit Khurana , Software Engineering : Principles & Practices , Vikas Publishing House Pvt Ltd, 2007.
2. B2. - Roger S. Pressman, Software Engineering: A Practitioner’s Approach, , McGraw – Hill, Sixth Edition
3. B3. Carlo Ghezzi, Mehdi Jazayeri, Dino Mandrioli, Fundamentals of Software Engineering, PHI Learning Pvt. Ltd, Second Edition. 2003
4. B4. Kathy Schwalbe, Information Technology Project Management, Cenegage Leraing India Pvt ltd, Fourth edition, 2010
5. B5- Sommerville, Software Engineering, Pearson Education, Seventh Edition, 2008
6. B6. Ali Behforooz and Frederick J. Hudson, Software Engineering Fundamentals, Oxford University Press, 1996
7. B7. Richard H. Thayer and Edward Yourdon, Software Engineering Project Management, Wiley Student Edition, 2nd Edition, 2000
8. B8 Capers Jones, Software Engineering Best Practices, McGraw-Hill co, First edition, 2009
9. B9 [Frederick Brooks](#), The Mythical [Man-Month](#): Essays on Software Engineering, [Addison-Wesley](#) publisher, 1995

<b>MBN S677</b>	<b>OBJECT ORIENTED ANALYSIS &amp; DESIGN</b>	L	T	P	C
		2	0	0	2

**Objectives:**

To enable the students to define and understand the need for object-oriented philosophy, unified approach and Software development process

To understand the concepts, methodologies and techniques of object oriented analysis & design and to master OO.

To be able to apply basic OO analysis and design skills through case study and apply the appropriate design patterns

To define and understand testing strategies, the impact of an object orientation on testing and how to develop test cases and plans.

**UNIT I**

**6**

System Development and the Unified Process - System Analyst as a Business problem solver- Systems that solve Business problems-Required skills of the Systems Analyst-Analyst's Role in strategic planning

**UNIT II**

**6**

**Object Oriented development & the unified process**

Systems Development life cycle-Methodologies. Models, Tools & Techniques-Unified process as a system Development Methodology-UP disciplines-overview of object-oriented Concepts-Tools to support system Development-case studies

**UNIT III**

**6**

**Modeling & the Requirements discipline**

Requirement discipline-System Requirements-Models & modeling-Use case and Domain classes-Events and use cases-Problem Domain classes-Class Diagram-use case Modeling and Detailed Requirements-System Process-System Sequence diagram-State chart Diagram-Integrating object-Oriented Models.

**UNIT IV**

**8**

**Design Discipline**

Design Activities & Environments-Elements of Design-Design Discipline Activities-Network Design-Databases and Data base Management Systems-Data base Design within the UP - Design System User-Interface, System Interfaces, Controls and Security - Designing the user-Interface Layer Identifying & classifying Inputs & outputs-understanding the user Interface- Guidelines for Designing user Interfaces-Documenting

Dialog Designs-Guidelines for Designing Windows and Browser forms-Guidelines for Designing Web sites-Designing system Inputs, outputs-Designing Integrity Controls, Security Controls –

## **UNIT V**

**5**

### **Implementation, Testing & Deployment disciplines**

Implementation-Testing-Configuration and change Management-Deployment-planning and Managing Implementation, Testing & Deployment-Current Trends in System Development.

**Total=30**

### **Reference Books**

1. Object-Oriented Analysis & Design with the unifies Process”, Satzinger, Jackson, Burd- Cengage learning – IInd edition, 2008
2. Object-Oriented Analysis & Design”-Mike O’Docherty, Wiley Pvt.Ltd., May 2005
3. Object Oriented Analysis & Design With Application - [Grady Booch](#), Pearson Education India, 2006
4. Applying Domain-Driven Design and Patterns - [Nilsson](#), Pearson Education India, 2006
5. Object Oriented Analysis And Design Using Uml: An Introduction To Unified Process And Design Patterns - [Matha](#), PHI Learning Pvt. Ltd., 2008
6. Object-Oriented Analysis and Design Through Unified Modeling Language - Gandharba Swain, Laxmi Publications, Ltd., 2010
7. Applying UML and patterns: an introduction to object-oriented analysis and design - Craig Larman, Prentice Hall PTR, 1998
8. Systems analysis & design methods - Jeffrey L. Whitten, Lonnie D. Bentley, McGraw-Hill/Irwin, 2007
9. Systems analysis and design - Kenneth E. Kendall, Julie E. Kendall, Prentice Hall, 1999
10. Head first object-oriented analysis and design - Brett McLaughlin, Gary Pollice, David West, O'Reilly Media, Inc., 2006

<b>MBN S679</b>	<b>E-BUSINESS TECHNOLOGY &amp; MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**OBJECTIVE:**

To learn the E- business concepts and to implement these applications in business world.

**UNIT 1**

**6**

Introduction to Electronic Commerce – Benefits – Impact – Classification – Application of Electronic Commerce Technologies – Business Models – EDI – Conventional Trading Process – Building Block of EDI Systems – Layered Architecture – Value Added Networks – Benefits of EDI – Applications of EDI -Framework of Electronic Commerce

**UNIT II**

**6**

Network Infrastructure – Local Area Networks – Ethernet – Wide Area Networks – Internet – TCP/IP Reference Model – Domain Name Systems – Internet Industry Structure -Information Distribution & Messaging – File Transfer Protocol Application – Electronic Mail – World Wide Web Server – HTTP – Web Server Implementations – Information Publishing Technology – Information Publishing

**UNIT III**

**6**

Web Browsers – Hypertext Markup language – Common Gateway Interface – Multimedia Content – Other Multimedia objects – Virtual Reality Modeling Language -Securing the Business on Internet – Security Policy, Procedures and Practices – Site Security – Protecting the Network – Firewalls – Securing the Web Service – Securing Network Transaction – Transaction Security

**UNIT IV**

**6**

Cryptography – Algorithm – Public Key Algorithm – Authentication Protocols – Digital Signatures – Electronic Mail Security – Security Protocol for Web Commerce – Electronic Payment Systems – Online Payment Systems – Prepaid Electronic Payment Systems – Post Paid Electronic Systems – Requirements Metrics of a Payment System-Search Engines & Directory Services – Information Directories

**UNIT V**

**6**

Internet Advertising – Emergence of the Internet as a Competitive Advertising Media – Models of Internet Advertising – Banner Advertisements – Sponsoring Content – Screensavers and Push Broadcasting – Corporate Web Site – Interstitials – Superstitials – Opt-in’s – Mobile Commerce – Benefits – Impediments – Mobile Commerce Framework – Agents in E-Commerce – Agent Technologies – Agent Standards and Protocols – Agent Applications.

**Total= 30**

**Reference Books**

B1: Bharat Bhaskar, Electronic commerce: framework, technologies and applications, the Tata McGraw Hill Publishing Company limited, New Delhi, second edition, 2006.

B2: Michael P.Papazoglow and Pieter M.A.Ribbers, E-Business organizational and Technical foundations , Wiley –India, 2006 Edition

Ravi kalakota, Marcia Robinson, E-Business 2.0, ADDSION - WESELY , Pearson Education, Second Edition, 2004.

Brain Stanford Smith, Paul T.Kidd, E – Business Key issues, application & technologies, IOS press 2004.

Peter Cunningham, Dr. Friedrich Froschl, E- Business Revolution, Springer Verlag Berlin Heidelberg 1999.

Feng Li, What is E Business? , Blackwell publishing ltd, First edition, 2007.

Dave Chaffey, E Business & E commerce Management, Pearson Education ltd, 2009

MBN S681	DATABASE MANAGEMENT SYSTEM	L	T	P	C
		2	0	0	2

**EXPECTED LEARNING OUTCOME:**

The course is structured to make the students understand the concept of **Database Management System** and also to effectively apply the concept in designing Database for an organisation.

**UNIT I** **4**

**INTRODUCTION**

An overview to DBMS, Database Architecture, .DBMS Functions, The Evolution of Data Models, Degrees of Data Abstraction.

**UNIT II** **7**

**RELATIONAL DATABASE MANAGEMENT**

The Relational Database Model, A logical view of Data, Integrity rules, Relational set operators, the data dictionary and the system catalog, Relationship within the Relational Database, Data Redundancy Revisited, Indexes, codd's Relational Database Rules.

**UNIT III** **7**

**ENTITY RELATIONSHIP MODEL**

Entity Relationship(ER) Model-Relationships, Connectivity and cardinality, Existence dependence, Relationship strength, Weak entities, Relationship participation, Relationship Degree, Composite Entities, Developing ER diagram- The need for Normalization, The Normalization process, Improving the design, Higher level normal forms, Normalization.

**UNIT IV** **6**

**STRUCTURED QUERY LANGUAGE**

Structured Query Language-DDL, DML, DCL, Advanced SQL-Set operators, Join operators, Sub Queries and Correlated Sub Queries, SQL functions, PL/SQL.

**UNIT V** **6**

**TRANSACTION MANAGEMENT AND DATA WAREHOUSING**

Transaction Management and concurrency control, Concepts of Object oriented Database Management Systems -Data Warehousing-OLAP, Implementation. Data mining-Process and Applications, Basic concepts in Database Administration

**Total = 30**

**Reference Books:**

T1. Fundamentals of Database Management Systems by Alexis Leon, Mathews Leon, Tata McGraw Hill Publishers, Second Print, 2010

R1. Mark Gillenson, Fundamentals of Database Management Systems, Wiley Publications. Reprint 2008

R2.Database Management Systems, [Raghu Ramakrishnan](#), [Johannes Gehrke](#), McGraw-Hill, 2003

R3.Introduction to Database Management Systems, [Isrd Group](#), Tata McGraw-Hill Education, 2005

R4.Database Application Development and Design, [Michael V. Mannino](#) , McGraw-Hill/Irvin, 2001

R5.Database Systems: A Practical Approach to Design, Implementation and Management, 4/E, [Connolly](#), Pearson Education India, 2008

R6.Database Management Systems, [Patricia Ward](#), [George Dafoulas](#), Cengage Learning EMEA, 2006

R7.Database Management Systems 3e with Cd, [Post](#), Tata McGraw-Hill Education

R8.Database System Concepts, [Abraham Silberschatz](#), [Henry F. Korth](#), [S. Sudarshan](#), Mcgraw-Hill, 2010

R9. [Database](#).Principles and Design, [Colin Ritchie](#), Cengage Learning EMEA, 2008

R10.[Database Systems](#), [Peter Rob](#), [Carlos Coronel](#) - 2007



MBN S652	TECHNICAL WRITING & DOCUMENTATION	L	T	P	C
		2	0	0	2

### Objectives

Introducing the career option of managing Technical Writing to the MBA students.  
 Outlining the concepts and basic aspects of the various role requirements in this profession and the skills needed

Provide an experience to the students by way of real time situations in the Technical writing career jobs demanding the skills needed and get them to appreciate the concepts.

### UNIT I 5 **About Technical Writing**

Introduction to technical writing-skills of a Technical writer-Documentation Types

### UNIT II 6 **Life Cycle**

Integrating DDLC with SDLC-planning the Project-Determining the audience-writing-  
 Reviewing the Documents. Post Writing Process-Technical editing-indexing - style and standards-Good Documents

### UNIT III 7 **Quality Management**

Quality and usability of Documents-setting the standards and style-Guidelines. Structure of the Document-Organizing information-structuring the information-parts of a Document – Structuring various documents.

### UNIT IV 8 **Technical writer at work**

Becoming a Technical writer –Technical writing as a career-writing an impressive-resume-attending an interview-At work-Team culture.

### UNIT V 6 **Tools of the Trade**

Language and Checklists-A Dozen Punctuation Rules-Rules of Effective writing-Frequently Misused words-Checklists.

**Total= 30**

**Reference Books**

1. Technical writing –Sajitha Jayaprakash,Himalaya Publishing House,2009.
2. Technical Report writing today-Daniel G.Riordan & Steven E.Paulay,Dreamtech Press, New Delhi,2004
3. Technical writing-B.N.Basu Prentice-Hall of India Pvt.Ltd., New Delhi,2004.
4. Handbook of technical writing - Gerald J. Alred, Charles T. Brusaw, Walter E. Oliu, Bedford/St. Martin's, 2008
5. Technical writing 101: a real-world guide to planning and writing technical documentation - Alan S. Pringle, Sarah O'Keefe, Scriptorium Publishing, 2003
6. Technical Writing - Thomas Arthur Rickard, BiblioBazaar, 2008
7. Technical writing: structure, standards, and style - Robert W. Bly, Gary Blake, McGraw-Hill, 1982
8. The elements of technical writing - Thomas E. Pearsall Allyn and Bacon, 2000 Edition2
9. Technical English: writing, reading, and speaking - Nell Ann Pickett, Ann A. Laster, Harper & Row, 1980
10. Technical English: vocabulary and grammar - Nick Brieger, Alison Pohl, Summertown, 2002

<b>MBN S654</b>	<b>SOFTWARE QUALITY MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**OBJECTIVES**

- To understand the basic concepts of Software Quality Management
- To study and understand the various issues related to the Quality Management aspects of computer software

**UNIT I**

**6**

The theory of Software Quality – Introduction – Hierarchical models of Quality – Measuring Software Quality

**UNIT II**

**6**

Developments in measuring Software Quality – the CASE for Tools & Methods

**UNIT III**

**6**

Quality Management Systems

**UNIT IV**

**6**

The ISO 9000 servers of Quality Management standards Models & standards for process improvement

**UNIT V**

**6**

Case Studies – Trends in Quality in the future.

**Total = 30**

**Reference Books**

- B1.** Software Quality Theory & Management 2<sup>nd</sup> Edition 2003 Alan C Gillies.
- B2.** Software Testing Principle & Practice Srinivasan Desikan Gopaldaswamy Ramesh Pearson Education Fourth Impression 2007.
- B3.** Software Engineering Principles and Practices Rohit Khurana IITL ESL VIKAS PUBLISHING HOUSE PVT LTD. Reprint 2008.

<b>MBN S656</b>	<b>MANAGERIAL SERVICES</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

### **COURSE PERSPECTIVE**

This study deals with the Service Management from an integrated with a focus on Customers satisfaction. The subject integrates operations,marketing, strategy, information technology and organisational issues.

### **COURSE OBJECTIVES**

1. To Develop an understanding of the « state of the art » of service management thinking.
2. To develop an awareness of the opportunities that information technology can have for enhancing service firms competitiveness.
3. To appreciate the organisational significance of managing the service encounter to achieve internal and external customer satisfaction.
4. Understandn new service development from both a product and process perspective.
5. To gain an appreciation of the complexities associated with implementing change.
6. To understand the dimensions of service growth and expansion both domestically and internationally.

### **SYLLABUS**

#### **UNIT I**

**6**

The role of services in an economy-the nature of services-creating breakthrough services-marketing positioning-launching an innovative service-new service development-new service development and process design.

#### **UNIT II**

**6**

Building Customer loyalty-zero defections : quality comes to services using information systems to better serve the customer-the service delivery system-new service development and process design.

#### **UNIT III**

**6**

Achieving breakthrough service-structuring the service enterprise-delivering service on the web-servicde facility design and layout-service facility location-service consolidation.

#### **UNIT IV**

**6**

Managing sevice operations-creating a service culture-the service encounter-managing queues-maanaging capacity and demand-competing on service quality-service process analysis.

#### **UNIT V**

**6**

Service outsourcing-serrvice supply chain management-cultural transferbility growth and global expansion process innovation quality and productivity improvement.

**Total=30**

### **Reference Books :**

Fitzsimmons, James A.,and Mona J. Fitzsimmons, Service Mangement :Operations, Strategy and Information Technology, 3 nd Ed., Irwin/McGraw Hill, 2001(Fitz)

<b>MBN S658</b>	<b>SECURITY AND COMPUTER NETWORKS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**OBJECTIVES**

- To understand the basic concepts of Computer Networks
- To study and understand the various issues related to the security aspects of computer networks

**UNIT – I**

**6**

Introduction of data communication - Fundamentals of Data Communication – Basic Terminology – digital Vs Analog signal – Types of communication modes Transmission media – Bounded media Vs unbounded media – satellite Communication

**UNIT – II**

**6**

Networking Fundamentals - LAN – WAN – MAN - Types of switching techniques – Network Topology – Baseband Vs Broadband – Repeaters – Bridges - Routers – Switches – Virtual LAN

**UNIT – III**

**6**

OSI Model & TCP/IP Suite – seven layer protocol suite - UDP Vs TCP - Data Transmission Networks – ISDN - ATM

**UNIT – IV**

**6**

Wireless Mobile Communication - Basic Concept of GSM Networks - Fiber optics Communications -Types of Optical Transmission modes

**UNIT – V**

**6**

Security – Firewalls - Intrusion Detection Systems (IDS) - Virtual Private Network (VPN), Disasters Prevention - Recovery Security - Internet Architecture – ARPAnet – Ethernet –Telnet – SMTP - FTP

**Total = 30**

**Reference Books:**

- TB1. Rajneesh Agrawal & Bharat Bhushan Tiwari "Data Communication & Computer Networks", Vikas Publishing House Pvt Ltd, 2007 Edition
- B1. Kuldeef[ singh Kohar “ Network Security”, Vayu Educational of India, First Edition (2009)
- B2. Dieter Gollmann," Computer Security", Willey India, Second Edition (2008)
- B3. Michael E. Whitman and Herbert J. Mattoro, "Principles of Information Security", Thomson Course technology, second edition (2007)
- B4. TCP / IP guide by charles kozierok
- B5. Andrew Tanenbaum “Computer Networks” , Prentice Hall Professional, 2003
- B6. Kurose “Computer Networking: A Top-Down Approach Featuring the Internet, 3/e”, Pearson education India, 2005
- B7. Williams Stallings “Data and computer communications” - Pearson Education India, 2007
- B8. Kenneth c. Mansfield, james L. Antonakos “Computer networking from LANs to WANs: hardware, software and security” - Cengage Learning, 2009
- B9. Diane Barrett, Todd King “Computer Networking illuminated” - Jones & Bartlett Learning, 2005
- B10. Robert C Newman “Computer Security: Protecting Digital Resources” -

<b>MBN S660</b>	<b>WEB DESIGNING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**OBJECTIVES:**

- To understand the importance of the web as a medium of communication.
- To understand the principles of creating an effective web page,
- To learn the basics of designing and developing a web site
- To learn the basic web language - HTML

**UNIT I**

**6**

Introduction - Current Design Trends - Balance of content and graphics

**UNIT II**

**6**

Web Design Application programs – Designing Interactive Non Linear Structure – Designing for Effective content and Efficient Delivery

**UNIT III**

**6**

Browser – HTML Tags & Formatting web page

**UNIT IV**

**6**

Design with Tables -Using Text in Tables – using graphic in Table page Design with Frames

**UNIT V**

**6**

Advanced Graphic Techniques – Multimedia Techniques.

**Total= 30**

**References books:**

1. James L.Mohler, Jon M. Duff, “Designing Interactive Web site”, DELMAR CENGAGE Learning , 2000.
2. Paul Swang Sanda.S. Katila, “Introduction to web Design and Programming”, Thomson, 2009.
3. D.P. Nagpal, “Web Design Technology”, S.Chand, 2009
4. Thomas A. Powell, “Web Design: The Complete Reference”, McGraw-Hill, August 2002
5. Deital and Deital, Goldberg “Internet &World Wide Web”, third edition, Pearson education,2004.

<b>MBN S662</b>	<b>BUSINESS INTELLIGENCE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**Objectives:**

This course focuses on collecting, organizing and using data as an aid to making managerial decisions. MBA students should be able to understand the concepts involved and be able to use appropriate techniques in using them for decision making.

**UNIT I - Overview of Business Intelligence** **5**

Components of Business Intelligence, dataware housing, data mining, how is business intelligence different from information, algorithms, mind-set required for a business analytics profession

**Unit II – Data Warehousing** **6**

Concepts of data warehousing, online analytical processing, organizing for data ware housing, Multidimensional analysis, Pivot tables-applications., E-T-L (Extract, Transform, Load) concepts

**UNIT III – Data Mining** **8**

Difference between data ware housing and data mining, algorithms for data mining, advanced regression analysis, classification and prediction, logistic regression, discriminant analysis, classification and regression trees, conjoint analysis and cluster analysis- Decision Support system, Model base

**UNIT IV– New Tools** **5**

Neural Networks, Support vector methods, Vector methods, Web mining and text mining

**UNIT V – Using Business Intelligence** **6**

Applications of Business Intelligence in Marketing, Finance, HR, Customer relationship management, E-CRM

**Total**

**= 30**

**Reference books:**

1. Data mining – a tutorial based primer- Richard J. Roiger, Michael W.Geatz, Pearson Education
2. Managing strategic Intelligence Techniques and Technologies-Mark Xu, Blackwell Co.
3. Data mining- Concepts and Techniques-Jiawei Han, Micheline Kamber, Morgan Kaufman Publishers
4. Data mining: a knowledge discovery approach - Krzysztof J. Cios, Witold Pedrycz, Roman W. Swiniarski, Springer, 2007
5. Principles of data mining - D. J. Hand, Heikki Mannila, Padhraic Smyth, MIT Press, 2001
6. Data mining: know it all - Soumen Chakrabarti, Earl Cox, Ian H. Witten, Morgan Kaufmann, 2008
7. Data Mining: Concepts, Models, Methods, and Algorithms - Mehmed Kantardzic, Wiley-IEEE, 2011
8. Data mining: foundations and practice - Tsau Young Lin, Ying Xie, Anita Wasilewska, Springer, 2008

9. Business Intelligence: A Managerial Approach - Efraim Turban, Ramesh Sharda, Dursun Delen, David King, Janine E. Aronson, Pearson Education Canada, 2010  
 10. Business intelligence for the enterprise - Mike Biere, Prentice Hall Professional, 2003

MBN S 664	IT SYSTEMS MANAGEMENT	L	T	P	C
		2	0	0	2

**Objective:** To educate the students about the application of Information systems to various functional areas. Ethical issues involved in IT related transactions. CRM strategies and implementation. The students will be exposed with related cases. The cases are chosen from various books.

<b>UNIT I</b>	<b>8</b>
Doing business in the digital economy, Information system Definitions and Examples, Information technology and trends, How IT supports various types of organizational activities, Cisco's case.	
<b>UNIT II</b>	<b>8</b>
Security and Ethical issues in Information Technology, MTV Networks and First Citizens Bank: Case study on Hacking and virus attack, Porter's competitive forces model and strategies, Ford, Dow chemical, and IBM: Success and failure with six sigma, Aeronautica civil's case.	
<b>UNIT III</b>	<b>8</b>
Enron Corp and others: Lessons in the strategic Business use of IT, Delta technology and First Health group: Evaluating the ROI of strategic IT, Managing production/operations and Logistics, e-Commerce & payment processes, Managing Marketing and sales systems, GE Power systems: A Case Study	
<b>UNIT IV</b>	<b>8</b>
Managing the Accounting and Finance Systems, Busy-An Accounting Software-Case study, Managing Human Resources system, Comparison of Traditional HR to E-HR, Customer Relationship Management, Benefits and challenges of CRM, CRM Failures, Trends in CRM, Implementing CRM in Mitsubishi Motors-Case Study	
<b>UNIT V</b>	<b>8</b>
IT Planning, Corning Inc: IT planning in challenging times-Case study, Cincinnati Bell: Change Management challenges of business convergence-Case study, Managing Global IT, Merrill Lynch &co: The business case for global IT consolidation	

**Total= 30**

**Reference Books**

- B1-Information technology for Management-By TURBAN, Mclean-Wiley India-4<sup>th</sup> Edition  
 B2-Managing Information Systems-By James O Brien Tata McGraw Hill -6<sup>th</sup> Edition  
 B3-Managing Information Systems- By James O Brien McGraw-Hill publication, 7<sup>th</sup> Edition





# VERTICAL SPECIALIZATION

## MBA-HOSPITALITY MANAGEMENT

<b>MBN H657</b>	<b>HOSPITALITY MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**UNIT I** **6**

The World of Hospitality: Introduction to Hotel, Travel and tourism Industry -  
Nature of Hospitality: Communication, Turnover, Demands and Rewards - Economic and  
Other Impacts of Hotel, Tourism, and Travel Industry - Early History of Lodging  
-Globalization of the Lodging Industry – Franchising

**UNIT II** **6**

The Organization and Structure of Lodging Operations: Size and Scope of the  
Industry - Classifications of Hotels - Hotel Market Segments - Organization of Hotels  
-Food Service Industry : Composition and Size of Food Service Industry - Organization  
of Hotel and Restaurant Food Service - Management and Operation of Food Services-

**UNIT III** **6**

The Rooms Division: The Front Office Department - The Reservation Department -The  
Telecommunications Department - The Uniformed Service Department-Functional areas

**UNIT IV** **6**

Engineering and Maintenance Division - Marketing and Sales-Division - Accounting  
Division - Human Resources Division - Security Division-Hospitality Marketing:  
Distinctive characteristics –

**UNIT V** **6**

Seven Ps of Marketing Segmentation., Targeting and Positioning - Future trends in  
Hospitality Industry: Usage of CRS in Hotel Industry, Chain of hotels- Role of  
Associations in hospitality management

**Total = 30**

### Reference Books

Gray and Ligouri (2002),: Hotel and Motel Management and operations (Delhi: Prentice  
Hall India)

Andrews (2002), Hotel front office training manual Bombay: Tata McGraw Hill.

Negi (2004), Hotels for Tourism Development Delhi: Metropolitan India.

Negi (2003), Professional Hotel Management Delhi: S.Chand

<b>MBN H758</b>	<b>INTERNATIONAL MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

### **UNIT I**

**6**

Globalization & tourism sector Globalization & the business world, the tourism industry,- challenges, Factors affecting Global & regional tourist movements, Demand and origin factors,-destination & resource factors. Contemporary trends in international tourist movements.-The emergence of international hotels & tourisms .Historical aspects, development of chains,-development abroad, airline connection .-Political aspects of the international travel, tourism –

### **UNIT II**

**6**

Barriers to travel, tourism investment & business, regulations, international organizations-dealing with barriers viz : WTO, IMF, IHA, need for government support of tourism, national tourism organizations,

### **UNIT III**

**6**

Political stability, travel advisories, political risk, crisis management-International hotels -Balancing global & local perspectives -Operating in a multinational-environment International rules & regulations -a brief study

### **UNIT IV**

**6**

Human resources & cultural diversity -Understanding cultural diversity, cultural perceptions,-business protocol, cultural considerations in negotiations-International tourism sales & marketing -Market research, developing an international-marketing strategy, understanding various travel distribution systems viz GDS, product positioning

### **UNIT V**

**6**

Global competition & the future -Long -term tourism growth trends, tourism growth in major-regions, transportation developments, technology & automation, Development issues, tourism & the environment.(6)

**Total = 30**

### **Reference Books**

A.K. Bhatia (2001), International Tourism Management, Sterling Publishers Pvt. Ltd., New Delhi.

Alan Clarke and Wei Chen (2007), International Hospitality Management, Macmillan Company

<b>MBN H659</b>	<b>EVENT MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**UNIT I**

**6**

Event Management: Role of events for promotion of tourism, Types of Events-Cultural, festivals, religious, business etc. Need of event management, key factors for best event management. Case study of some cultural events (Ganga Mahotsava, Lucknow mahotsava and Taj Mahotsava)-

**UNIT II**

**6**

Concept of MICE. Introduction of meetings, incentives, conference/conventions, and exhibitions. Definition of conference and the components of the conference market. The nature of conference markets and demand for conference facilities. The impact of conventions on local and national communities. Budgeting a Conference Exhibition: Use of Budget preparation, Estimating, fixed and variable costs, cash flow, sponsorship and subsidies.

**UNIT III**

**6**

Registration, Seating Arrangements, Documentation, interpreting press relation, Computer Graphics, Teleconferencing, Recording and Publishing Proceedings; Interpretation and language.

**UNIT IV**

**6**

Role of travel Agency in the management of conferences. Hotel Convention Service Management: Human Resources Management Transportation, Group Fares, Airline Negotiation, Extra Services, Cargo Transportation.

**UNIT V**

**6**

History and function of ICCA, Role of ICCA, Roles and function of ICIB.

**Total = 30**

**Reference Books**

Coleman, Lee & Frankle (1991), Powerhouse Conferences. Educational Institute of AH & MA.

Hoyle, Dorf & Jones (1995), Meaning conventions & Group business. Educational institute of AH & MA.

<b>MBN H651</b>	<b>KITCHEN MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**UNIT I** **6**  
 Kitchen management-Kitchen organization-kitchen supervision-

**UNIT II** **6**  
 Food and Beverages control –sales analysis-Yield-Good costing –volume forecasting-  
 Indenting, requisitioning and Issuing-Stores-

**UNIT III** **6**  
 Menu Planning-Type of Menu- Layout and set-up of different types of Kitchen- co-  
 organization between different department of kitchen-Kitchen Audit –

**UNIT IV** **6**  
 Food and Beverage Management –Menu engineering-Security-

**UNIT V** **6**  
 HRD-Training-HACCP-Kitchen Steward- Project work(6)

**Total = 30**

**Reference Books**

Aravind Saraswat (2009), Professional Chef, Educational institute of AH & MA

Ceserani and Kinton’s (2009), The Theory of catering, Educational institute of AH & MA

<b>MBN H653</b>	<b>GUEST MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

<b>UNIT I</b> The lodging industry –hotel organization-front office operations-reservations-	<b>6</b>
<b>UNIT II</b> Tariff structure – registration-Front office responsibility-	<b>6</b>
<b>UNIT III</b> Front office & guest handling-communication-check out settlement-	<b>6</b>
<b>UNIT IV</b> Front office accounting-Night Auditor-Planning & evaluating operations-Yield Management-	<b>6</b>
<b>UNIT V</b> Managing Human Resources-Hotel & Guest security-computers in Hotel	<b>6</b>

**Total = 30**

### **Reference Books**

S.K.Bharnagar (2009), Front Office Management – Educational institute of AH & MA  
 Bakes, Huyton and Brandley (2008), Principles of Hotel Front Office Operation  
 Educational institute of AH & MA

Michael,Lkasayana (2008), Front Office Procedure, Richard M Brooks

<b>MBN H652</b>	<b>SERVICE MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**UNIT I** **6**  
Introduction to Hotel Industry-Food Service Operation in Hotels-Licensing & Catering  
Trades-Fast Food Management-

**UNIT II** **6**  
Service Concepts-Planning & Designing-Layout-Marketing the Outlets-Interior  
Designing –Furniture & Other Equipment Planning-

**UNIT III** **6**  
Staffing & Training-Appraisal-Hiring-Employee-Performance Measure-Uniform  
Selection ,

**UNIT IV** **6**  
Company & Personnel Policy Manuals Internal Controls –Maintaining Records, Profit,  
Sales,

**UNIT V** **6**  
Food Cost Management, Labour Cost-Budgeting-Advertise & Promotion Management-  
Advertising Agency, Sales Promotion-Project Work

**Total = 30**

**Reference Books**

Richard Kotasv & Chandana Jayawardeni (2009), Food & Beverage Management,  
Educational institute of AH & MA  
Jagmohan Negi (2009), Hotel & Tourism Law, Educational institute of AH & MA



<b>MBN H655</b>	<b>FACILITY PLANNING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

<b>UNIT I</b> The role, cost and management of hospitality facilities-	<b>6</b>
<b>UNIT II</b> Managing Maintenance needs –water & waste water systems-	<b>6</b>
<b>UNIT III</b> Electrical systems-Laundry system-Telecommunications system-Food Service equipment	<b>6</b>
<b>UNIT IV</b> Energy Mangement –Packing areas –Lodging Planning Design-	<b>6</b>
<b>UNIT V</b> Food service panning & design	<b>6</b>

**Total = 30**

### **Reference Books**

S.K.Hajra Chaudhry (2008), Production Management, Educational institute of AH & MA

Daavid M Stipanuk & Harold Roffmann (2007), Hospitality Facility Mngement-  
Educational institute of AH & MA

<b>MBN H654</b>	<b>ADVANCE ACCOMMODATION OPERATIONS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**UNIT I** **6**  
Introduction to Hotel Housekeeping-classification & Hotel Room Classification-

**UNIT II** **6**  
Sections of House Keeping Duties & Staff Hierarchy-Eco Hotels-Management in Housekeeping Department-

**UNIT III** **6**  
Budgeting and forecast Planning for House Keeping Department-Safety & security in House Keeping Controls of House Keeping-Budget-Expenses Systems-

**UNIT IV** **6**  
Contract-Purchasing-Procedure & systems-Management of on premises

**UNIT V** **6**  
Laundry-Project work(6)

**Total = 30**

**Reference Books**

Margaret M Kappa (2009), Housekeeping Management, Educational institute of AH & MA

G Raghubalan & Smritee Raghubalan (2008), Hotel Housekeeping Operation & Management, Educational institute of AH & MA

<b>MBN H760</b>	<b>HOTEL OPERATIONS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**UNIT I** **6**  
Introduction to Hotel Tourism Law-Law Relating to Hotel & Food & Beverage Business

**UNIT II** **6**  
International Hotel Regulations –Food Legistration-Food Poisoning-Food Adulteration-Food Inspectors –Penalties-

**UNIT III** **6**  
Industrial Organization of Food Trade-Entrepreneur-Partnership-Joint Stock-Co-Operative- (6)

**UNIT IV** **6**  
Labour Legislations-Consumer Protection act-Compensation of Work man-Bailor & Bailee-

**UNIT V** **6**  
Public & Private enterprises-Guarantee & Warrantee

**Total = 30**

**References:**

Roger petes (2008), Essential Law for catering students, Educational institute of AH & MA

Jag Mohan Nagi (2008), Hotel & Tourism Law, Educational institute of AH & MA

<b>MBN H756</b>	<b>ECO TOURISM</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**UNIT I** **6**  
Principles of Eco Tourism-Types of Eco Tourism-Global growth and magnitude of Eco tourism-Eco Tourism venues-Public protected areas-Privately owned protected areas-modified spaces-indigenous territories-

**UNIT II** **6**  
Impact of Eco Tourism-Economic impacts-Environmental impacts-Exploring socio-cultural impacts on local communities-Developing indicators for designations sustainability-

**UNIT III** **6**  
Rural development-Planning, Management and institutions-Management tools and techniques-Policy and planning-Eco tourism-related organizations-Eco tourism in the inter sectoral context-

**UNIT IV** **6**  
The place of Eco tourism in public policy and planning-The Business of Eco tourism-Accommodations-Tour operations-Tour guides and interpretations-the business of Eco tourism-

**UNIT V** **6**  
Club organization and operations-background on clubs-types of clubs-club ownership-club organization- club operation

**Total = 30**

**Reference Books**

Sunetra Roday, Archana viwal, vandana joshi (2009), Tourism operations and management, oxford university press  
Marc mancini (2007), Access Introduction to Travel and Tourism, Thomson Delmar Learning.

## MBA-HOSPITAL & HEALTH CARE MANAGEMENT

MBN C651	EPIDEMIOLOGY & BIO-STATISTICS	L	T	P	C
		2	0	0	2

**UNIT I** **6**  
DEMOGRAPHY- Demographic Cycle- World Population Trend- Demographic Trends in India: Growth rate, Age Pyramid, Sex Ratio, Population Density, Family size, Urbanization, Literacy, and Life Expectancy-Population Policy- National Demographic Goals-

**UNIT II** **6**  
EPIDEMIOLOGY- Concept of Disease- Epidemiological Triad- Concepts of Control and Prevention-(6)

**UNIT III** **6**  
COMMUNITY HEALTH-Community Diagnosis and Treatment-

**UNIT IV** **6**  
Communicable and Non-communicable Disease

**UNIT V** **6**  
NATIONAL AND INTERNATIONAL HEALTH- National Health Programmes in India- International Health: WHO and Other United Nations Agencies.(6)

**Total = 30**

### Reference Books

K.Mahajan and M.C.Gupta, Text Book of Prevention and Social Medicine (Jaypee Medical Publishers P. Ltd., New Delhi)

VHAI, State of India's Health – 1992 (VHAI, New Delhi)

<b>MBN C652</b>	<b>HEALTH POLICY &amp; HEALTH CARE DELIVERY SYSTEM</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**UNIT I** **6**  
 Management concepts, functions and theories-Management and Organizations-  
 Management Role- Levels of Managers and Management Skills- Services, Classification  
 of Service Organizations, Characteristics, Challenges

**UNIT II** **6**  
 History of Medicine, Healthcare Revolution, Health, Dimensions of Health, Indicators of  
 Health Types of Healthcare Organizations,

**UNIT III** **6**  
 Composition of Health Sector, Types of Care, Pyramidal Structure of Health Services,  
 Hospitals, Types of Hospitals and Role of Hospital in Healthcare, Complexity of Hospital  
 Organization

**UNIT IV** **6**  
 Hospital management: levels and roles-Governing Board, Executive Board and Advisory  
 Board, CEO, Medical Administration, Nursing Administration and Hospital  
 Administration- Middle Level Managers in Hospital and their Responsibilities- Structuring  
 Hospital Organization-

**UNIT V** **6**  
 Current issues in healthcare- Accreditation- Tele-health- Health Tourism-Health  
 Insurance and Managed Care- Disaster Management- Hospital Wastes Management

**Total = 30**

### **Reference Books**

1. Stephen P. Robbins and Mary Coulter, Management (Prentice Hall of India Pvt. Ltd., New Delhi)
2. J.E. Park and K. Park, Textbook of Preventive and Social Medicine (M/S Banarsidas Bhanot Publishers, Jabalpur)
3. Elaine La Monica, Management in Health Care (Macmillan Press Ltd, London)
4. B.M. Sakharkar, Principles of Hospital Administration and Planning (Jaypee Brothers Medical Publishers Pvt. Ltd., New Delhi)
5. C.M. Francis and et al., Hospital Administration (Jaypee Brothers Medical Publishers Pvt. Ltd., New Delhi)
6. S. Srinivasan (ed.), Management Process in Health Care (Voluntary Health Association of India, New Delhi)

<b>MBN C653</b>	<b>HEALTH PROGRAMME MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**UNIT I** **6**  
Fundamentals- Programme, Project, Tasks, Subtasks, Sub-subtasks- Linking Vision, Mission and Strategic Plans to Project-

**UNIT II** **6**  
Pre-project Phases: Needs Analysis- Characteristics of Project- Advantage of Project Framework for Healthcare Programmes- Key Stages, Elements, Phases and Project Life Cycle-

**UNIT III** **6**  
PROJECT PLANNING- Problem Analysis: Cause and Effect- Process of Developing Objectives- Planning Cycle-

**UNIT IV** **6**  
Role of Project Manager and Skills Inventory, Managing Time, Managing Risk, Factors that Lead to Successful Projects, Project Tracking,

**UNIT V** **6**  
Job Description, Staffing Pattern and Training Plan, Main Activities: Regular Monitoring, Regular Reviewing Progress, Re-plan, Recordkeeping and Reporting, Online Project Management-Review and Evaluation, Feedback, Audit Trail, Publicize the Success.

**Total = 30**

Reference Books

1. Donna Deeprise, Project Management (Capstone Publishing, Oxford)
2. H. Kerzner, Project Management: A System Approach to Planning, Scheduling and Controlling (Wiley Eastern, New York)
3. Kanti Swarup and et al, Operations Research (Sultan Chand and Sons, New Delhi)

<b>MBN C654</b>	<b>MARKETING MANAGEMENT OF HOSPITAL &amp; HEALTH SERVICES</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

### **UNIT I**

**6**

APPLICATION OF MARKETING IN HEALTHCARE-Marketing Concept of Marketing-Importance of Marketing to Healthcare Organizations- Challenges in Practicing Marketing in Healthcare Industry- Marketing Intelligence, Information and Research System- Marketing Organisation: Chart, Fulltime Staff and Hiring Consultants-

### **UNIT II**

**6**

MARKETING MIX DECISIONS- Product (Service) Decisions- Nature and Characteristics of Services- Marketing Approaches to New Services Development- Service Mix Decision- Service Item Decision- Service Life Cycle Decision- Demand Generation- Pricing Decisions- Pricing Objectives in Healthcare-Pricing Strategy- Present and Future Situation- Place Decisions- Major Distribution Decisions- Strengthening Referral Systems- Promotion Decisions- Sales Force in Healthcare Organizations- Advertising in Healthcare Industry- Sales Promotion Practices in Healthcare Organizations- Publicity Practices- Marketing Strategies- Service Portfolio Strategy- Market Expansion Strategy- Target Market Strategy- Price Quality Strategy- Competitive Positioning Strategy- Marketing Mix Strategy-

### **UNIT III**

**6**

SOCIAL MARKETING- Steps in Social Marketing- Cognitive, Action, Behaviour and Value Changes-

### **UNIT IV**

**6**

PUBLIC RELATIONS- Introduction to Public Relations, Meaning of Public Relations, Classification of Public from Healthcare Marketing Perspective, Evolution of Public Relations, Identifying the Relevant Publics- Measuring Images and Attitude of the Relevant Public- Establishing Image and Attitude Goals for the Key Publics- Developing Cost Effective Public Relations Strategies- Implementing Actions and Evaluating Results-

### **UNIT V**

**6**

COMMUNITY OPINION SURVEYS TO ASSESS THE IMAGE OF AN ORGANIZATION-

A Model Questionnaire used in Healthcare Services- Methodology of the Study- Public Relations Tools- Materials: Written and Audiovisual- Media: News, Events, Speeches and Telephone Information Services- Health Service Public Relations Officer- - Profile of Public Relations Officer-Changing Role and Responsibilities of Health Service PRO.

REFERENCE BOOKS



1. Philip Kotler and Roberta N. Clarke, Marketing for Healthcare Organizations (Prentice Hall Publication)
2. Roger Silver, Health Service Public Relations (Radcliffe Medical Press Ltd., Oxford, 1995) ISBN 1-85775-028-4
3. John F. O'Malley, Healthcare Marketing Sales and Services: An Executive Companion (Health Administration Press) ISBN 1-56793-150-2
4. G.D. Kunder, How to Market Your Hospital Without Selling Your Philosophy (Prism Books Pvt. Ltd., Bangalore, 2000)

<b>MBN C655</b>	<b>MATERIALS &amp; EQUIPMENT MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**UNIT I** **6**  
**MATERIALS MANAGEMENT-** Introduction- Definition and Function- Goals and Objectives of Materials Management- Materials Cycle- Functions of Materials Manager- Problems and Issues in Hospitals- Information Systems for Materials Management

**UNIT II** **6**  
**PURCHASING-** Objectives and Elements of Purchasing- Purchasing System- Purchase Cycle- Purchase Procedures- Legal and Ethical Aspects- Conditions of Contract- Financial Rules- Arbitration-

**UNIT III** **6**  
**EQUIPMENT PURCHASE AND MAINTENANCE-** Planning and Selection of Equipment-Import of Equipment- Equipment Utilization and Operation- Equipment Repair and Maintenance- Equipment Audit-

**UNIT IV** **6**  
**INSPECTION, STORAGE AND DISTRIBUTION OF MATERIALS-** Planning Consideration of Stores- Inspection and Verification of Materials- Storage of Materials- Distribution of Materials- Condemnation and Disposal-

**UNIT V** **6**  
**SCIENTIFIC INVENTORY MANAGEMENT-**Codification and Standardization- Value Analysis- Inventory Control- Lead Time, Safety Stock and Reorder Level- Economic Order Quantity (EOQ)- Selective Controls- Case Studies on Inventory Control.

**Total = 30**

**Reference books**

1. Shakti Gupta and Sunil Kant, Hospital Stores Management: An Integrated Approach (Jaypee Publications, New Delhi, India)
2. WHO, Maintenance and Repair of Laboratory, Diagnostic, Imaging and Hospital Equipment (WHO, Geneva)

**REFERENCES**

3. Murriel Skeet and David Fear, Care and Safe Use of Hospital Equipment (VSO, UK)
4. P. Gopalakrishnan and M. Sundaresan, Materials Management: An Integrated Approach (Prentice-Hall of India Pvt. Ltd., New Delhi) ISBN 81-203-0027-0

MBN C656	PROGRAMME PLANNING, IMPLEMENTATION, MOINTORING AND EVALUATION	L	T	P	C
		2	0	0	2

**UNIT I** **6**

**HOSPITAL PLANNING-** Concept of Planning- Guiding Principles in Planning Hospital Facilities and Services- Regional Planning and Factors to be emphasized- Steps in Hospital Planning; Planning Team and Stages of Project- Estimation, Architect Brief and Master Plan- Selection of Site and Decision on Land, Space, and Utilities

**UNIT II** **6**

**OUTPATIENT SERVICES-**Objectives- Functions- Location, Design and Layout-Policy and Procedures- Organization- Staffing- Equipment and Facilities- Key Result Areas and Performance / Quality Indicators- Daily Planning and Scheduling of Work- Managing Time: Waiting Time and Total Time Spent by a Patient- Specialty, Sub-specialty and Super Specialty Clinics- Diagnosis, Physiotherapy and Occupational Therapy- Emerging Concepts: Day Care, Reservation, Appointment by Phone- Medico-social Works / Patient Counselling- Other Facilities: Pharmacy, Gifts Shop, Prayer / Meditation Room

**UNIT III** **6**

**TRAUMA CARE: EMERGENCY AND CASUALTY SERVICES-** Objectives- Functions- Location, Design and Layout- Policy and Procedures- Organization- Staffing- Equipment and Facilities- Key Result Areas and Performance / Quality Indicators- Disaster Management: Principles and Classification- Life Saving Drugs- Ambulance and Paramedic Services- Medico-legal Procedures- Forms and Registers to be maintained- Communication System-

**UNIT IV** **6**

**INPATIENT SERVICES-** Objectives- Functions- Location, Design and Layout- Policy and Procedures- Organization- Staffing-Equipment and Facilities- Key Result Areas and Performance / Quality Indicators- Admission, Transfer, Billing and Discharge Procedures- Managing Deaths- **Intensive Care Units**, Objectives, Functions, Location, Design and Layout, Policy and Procedures, Organization, Staffing, Equipment and Facilities, Key Result Areas and Performance / Quality Indicators- Types of ICUs-

**UNIT V** **6**

**OPERATION THEATRE-** Equipment and Facilities- Key Result Areas and Performance / Quality Indicators- Daily Planning and Scheduling-Determinants of number of Operating Rooms- Zoning and Aseptic / Sterile Techniques Clinical Protocols- Sub-stores, CSSD, Immediate Postoperative Recovery Rooms-Safety Issues

**Total = 30**

**Reference Books**

1. NHS, **Guide to Good Practices in Hospital Administration** (Department of Health and Social Security: National Health Services, London)
2. R. Llewelyn Davies and HMC Macaulay, **Hospital Planning and Administration** (Jaypee Brothers Medical Publishers P. Ltd., New Delhi)
3. Syed Amin Tabish, **Hospital and Health Services Administration Principles and Practice** (Oxford University Press, New Delhi)
4. B.M. Sakharkar, **Principles of Hospital Administration and Planning** (Jaypee Brothers Medical Publishers Pvt. Ltd., New Delhi)
5. C.M. Francis and et al., **Hospital Administration** (Jaypee Brothers Medical Publishers Pvt. Ltd., New Delhi)
6. G.D. Kunders, **Designing for Total Quality in Health Care**, Prism Books Pvt. Ltd., Bangalore

<b>MBN C657</b>	<b>ORGANISATION OF CLINICAL SERVICES, SUPPORT SERVICES &amp; UTILITY SERVICES</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**UNIT I** **6**  
**FRONT OFFICE AND MEDICAL RECORDS-** Objectives and Functions- Location- Staffing- Information and Communication- Medical Records-Objectives and Functions -Characteristics- Types of Forms; Retention Policy; Records and Statistics- Hospital Beds, Bed Compliment, Bed Days, Average Length of Stay (LOS), Bed Occupancy Rate, Daily Ward Census, Bed Turnover Rate, Gross / Net / PostoperativeDeath Rate, Admission and Discharge- Location, Design and Layout- Staffing; Medical Records Committee-Technology Advancements: EMR, Microfilming and Smart Cards

**UNIT II** **6**  
**DIAGNOSTIC SERVICES-** Radiology Services- Laboratory Services-

**UNIT III** **6**  
**OTHER SUPPORTIVE SERVICES-** CSSD- Objectives and Functions-Advantages of Centralized System- Distribution System- Location, Design and Layout- Staffing; Duties of CSSD In-charge- Linen and Laundry- Automation- Housekeeping- Security Services

**UNIT IV** **6**  
**SALES OUTLETS-** Pharmacy- Therapeutic Committee-Hospital Formulary Dietary Services-Equipment and Physical Facilities- Purchases, Stores and Issues- Pricing and Control Measures-

**UNIT V** **6**  
**MAINTENANCE MANAGEMENT-** Policy and Procedures-Equipments Types and Characteristics; Purchase, Inspection and Installation,Records, Responsibilities-Levels of Maintenance; Service Contracts and Disposition.(6)

**Total = 30**

#### **Reference Books**

1. NHS, **Guide to Good Practices in Hospital Administration** (Department of Health and Social Security: National Health Services, London)
2. C.M. Francis and et al., **Hospital Administration** (Jaypee Brothers Medical Publishers Pvt. Ltd., New Delhi)
3. G.D. Kunders, **Hospitals: Planning, Design and Management** (Prism Books Pvt. Ltd., Bangalore)
4. Syed Amin Tabish, **Hospital and Health Services Administration Principles and Practice** Oxford University Press, New Delhi)
5. B.M. Sakharkar, **Principles of Hospital Administration and Planning** (Jaypee Brothers Medical Publishers Pvt. Ltd., New Delhi)

<b>MBN C658</b>	<b>HEALTH INSURANCE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**UNIT I**

**6**

**HEALTH INSURANCE, MARKET FAILURE AND RISKS**

Concept of Health Insurance-Types, origin, evolution and importance:- Private Health Insurance for profit- Private Health Insurance not-for-profit: Community Health Insurance (CHI), Employer-Based Insurance, Health Micro Insurance (MHI) and Reinsurance- Public Health Insurance: National Health Insurance, Social Health Insurance-

**UNIT II**

**6**

Fundamental differences among various Health Insurance Schemes- Various models of CHI and MHI tested / implemented in developing countries- Health Insurance in Indian Context- Social security: A fundamental concept- Risk and Insurance-Demand and Supply for Health Insurance- Economics of Scale- Welfare Loss from Health Insurance

**UNIT III**

**6**

Actuarially Fair Premium, Expected Loss, Load Factors- Risks: Moral hazard, adverse selection, cost escalation, fraud and abuse, cream skinning- Risk Management Tools, Moral Hazard: Co-payment / coinsurance, deductibles, indemnity payment, mandatory referral system- Adverse Selection: Collective membership, group policies - Cost Escalation: Treatment protocol, fixed fee per illness- Fraud and Abuse (free rider): Insurance cared with photograph

**UNIT IV**

**6**

**DESIGNING BENEFIT PACKAGE AND PREMIUM SETTING**

Designing Benefit Package: Introduction- Issues to be considered: Financial resources, existing infrastructure and quality care, priority, utilization, pattern of disease and injury, level of health services, estimating maximum demand,

**UNIT V**

**6**

Costing the Benefit Package: Cost of pharmaceuticals, consultations, diagnostic support services, hospitalization, additional services and operating costs, Premium Setting: Calculation and determining premium (6)

**Total = 30**

References:

[www.irda.com](http://www.irda.com)

<b>MBN C659</b>	<b>LEGAL &amp; ETHICAL ISSUES IN HEALTHCARE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**UNIT I** **6**

Medical Council of India- Medical Licensure Law- Doctors Patient Relationship  
 Medical Malpractice- Quality and Standard of Medical Care- Negligence- Medical  
 Consent- Emergency Care- The Consumer Protection Act- Patients Rights and  
 Responsibilities- Medical Ethics-

**UNIT II** **6**

**MEDICO LEGAL COMMITMENTS-** Mental Illness  
 Tuberculosis- Drugs Addicts and Alcoholics- Legal Issue in Death Cases- Legal  
 Testimony in Medico-legal cases- Narcotic Laws- The Drugs and Cosmetic Act  
 Drug Control Policy- Clinical Investigation- Blood Transfusion

**UNIT III** **6**

The Medical Termination of Pregnancy Act-The Prenatal Diagnostic Techniques Act-  
 Dying Declaration- Medical Jurisprudence- The Human Organ Transplantation Act  
 Toxicology-

**UNIT IV** **6**

**HOSPITAL ADMINISTRATION-** The Biomedical Waste (Management and Handling)  
 Rules- Radiation Safety System- Law of Insurance- Export Import Policy

**UNIT V** **6**

Exemption of Income Tax for Donations- Tax Obligations: Filing Returns and  
 Deductions at Source (6)

**Total = 30**

**Reference Books**

1. Raj Kumar, **Acts Applicable to Hospitals in India** (The Christian Medical Association of India, New Delhi)
2. N.D. Kapoor, **Elements of Mercantile Law** (Sultan Chand and Sons, New Delhi) ISBN 8170142067
3. Ram Krishna Chaube, **Consumer Protection and The Medical Profession with Legal Remedies** (Jaypee Brothers, New Delhi) ISBN 8171797318
4. R.C. Anand and Sidhartha Satpathy, **Hospital Waste Management: A Holistic Approach** (Jaypee Brothers, New Delhi) ISBN 8171797202

<b>MBN C660</b>	<b>QUALITY ASSURANCE IN HOSPITAL</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**UNIT I** **6**

**HEALTHCARE QUALITY**

Quality / Customer Service- Define Customer and Identify Customers- Customer Experience: Core Service & Delivery of Service- Excellent Customer Service; Caring Service-

**UNIT II** **6**

Individual Behaviour: Stress, Communication and Interpersonal Relationship  
 Patient Satisfaction- Rights and Responsibilities of Patients- Satisfaction and Delight  
 Quality Indicators of Patient Satisfaction- Clinical Quality- Complication and Infection Rate- Admission, Follow Up and Continuity of Care- Measuring Quality- Setting Objectives and Agreeing upon Standards- Develop Key Result Areas and Performance Indicators-

**UNIT III** **6**

Feedback: Customers, Staff, Suppliers, etc.- Quality Audit and Review Techniques

**UNIT IV** **6**

ORGANISATION AND ROLES IN QUALITY- Quality Policy: Commitment to Patients and Staff- Code of Conduct for Health Professionals- Job Description of Quality Manager- Quality Steering Committee- Quality Council- Quality Teams: Task Force, Quality Circle- Obstacles to Practice Quality-

**UNIT V** **6**

RECENT TRENDS- ISO Certification; BS Mark, Accreditation: JCI, Quality Awards Scheme, Business Process Reengineering

**Total = 30**

**REFERENCE BOOKS**

1. Wilson CRM, **Hospital Wide Quality Assurance** (Saunders, Ontario)
2. Hugh C. H. Kogh, **Total Quality Management in Health Care** (Longman Publication) ISBN 0582 04696
3. Roger Ellis and Dorothy Whittington, **Quality Assurance in Health Care – A Hand Book** (Edward Arnold, London) ISBN 0-340-55273-5
4. Edward W. Deming, **Out of the Crisis** (Cambridge University Press, Cambridge)
5. Richard Smith (ed.), **Audit in Action** (British Medical Journal, London) ISBN 0-7279-0317-9
6. Nankemp and Eileen Richardson, **Quality Assurance In Nursing Practice** (Butterworth Heinemann Ltd., London, Second Edition) ISBN 0-7506-2326-8
7. Helga Drummond, **The TQM Movement – What Total Quality Management is Really All About** (UBSPD, New Delhi)

## MBA-PHARMA

<b>MBN P651</b>	<b>STRATEGIC PHARMA MARKETING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

### **UNIT I**

**6**

Dynamics of pharmaceutical marketing-Reflective scanning. Dunkel proposals and their implications, shifts and patterns in pharmaceutical marketing. The changing concept of pharma marketing.

### **UNIT II**

**6**

Options in the Indian environment-Elements of business-marketing strategy, corporate strategic optimism strategic marketing options, integrated strategies. Concepts and models for brands and markets products strategic options.

### **UNIT III**

**6**

Market segmentation, positioning and targeting in pharmaceutical marketing. Strategic advantages in pharma marketing- The process of competitive analysis strategic competitive advantage.

### **UNIT IV**

**6**

Product decision-product classification, product life cycle strategies, branding, packing and labouing. Pricing decision – Pricing methods and strategies.

### **UNIT V**

**6**

Distribution decisions – importance and functions of distribution channel, distribution channel members. Promotion decisions – Promotion-Mix elements, Communication in pharmaceutical industry.

**Total = 30**

### Reference Books

Mickey C.Smith (2008), PHARMACEUTICAL MARKETING, Excel books

Smarta (2008), Strategic Pharma marketing



<b>MBN P652</b>	<b>PRODUCTIVITY AND INFRA STRUCTURE MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		2	0	0	2

**UNIT I** **6**  
 Concepts and definition of productivity, productivity improvement factors .

**UNIT II** **6**  
 Productivity analysis – Management, techniques to reduce work contents and ineffective time.

**UNIT III** **6**  
 Introduction to concepts of work study- Human in application of work study, classification of movements, micromotion study, simo chart.

**UNIT IV** **6**  
 Method study – Introduction and selection of jobs, flow diagram, string diagrams, flow process chart, multiple activity chart, travel chart, principles of motion economy, classification of movements, micro motion study, simo chart.

**UNIT V** **6**  
 Work measurement – purpose, use techniques and procedure of work measurement.; Time study, selecting jobs to be studied and making a time study ; Rating allowance, techniques of work measurement; Activity sampling, synthesis; Analytical estimating; Predetermined motion time system.

**Total = 30**

**Reference books**

Venkata Sessaiah Sakalya (2007), Productivity- Issues in Economic Development

<b>MBN P653</b>	<b>LEGAL ASPECTS FOR PHARMA INDUSTRY</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

### **UNIT I**

**6**

Intellectual property-concepts and fundamentals, concepts regarding Intellectual property(IP) Intellectual property protection(IPP) and Intellectual property rights (IPR);economic importance, mechanisms for protection of Intellectual property-patents, copyrights, trademark; factors effecting choice of IP protection; penalties for violation; role of IP in pharmaceutical industry, global ramifications and financial implications.

### **UNIT II**

**6**

Trade related aspects of Intellectual property rights-Intellectual property and international trade; concept behind WTO(world trade org),WIPO(world Intellectual property org),GATT(general agreement on tariff and trade)TRIPS(trade related Intellectual property rights)TRIMS( trade related investment measures) and GATS( general agreement on trade in service);protection of plants and animal genetic resources; biological materials; gene planting; biotechnology/drug related IPR issues, status in India and other developing countries; case study and examples TRIPS issues on herbal drugs.

### **UNIT III**

**6**

Nuts and bolts of patterning, copyright and trademark protection criteria for patentability, types of patent Indian act,1970,WTO and modification under TRIPS: filing of a patent application; precautions before patenting-disclose / non- disclose, publication-article/thesis; prior and search published patent , internet search patent sites, specialized services- search request, costs; patent application-forms and guidelines ,fee structure, time frames; types of patent application- provisional, non provision, PCT and convection application; international Patenting – requirement procedures and costs; Financial assistance for patenting – Introduction to scheme by NRDC and TIFAC; Publication of patents – gazette of India, status in Europe and US; Patent annuity; Patents attorneys technical aspects, criteria for selection, addresses, fee, rights and responsibilities of a patentee; Practical aspects regarding maintaining of a PATENT FILE; Patent infringement meaning, scope litigation, case studies and examples; Patenting by research students, lectures and scientists-University / organizational rules in India and abroad; Thesis research paper publication, credit sharing by workers, financial incentives; Useful information sources for patents related information-internet sites, brochures, periodicals, CD ROMs; Significance of copyright protection for researchers; Indian Copyright Law and digital technologies – Bema convention, WIPO copyright treaty (WCT), WIPO Performance and Phonogram Treaty(WPPT); Protection for computer data bases, multi media works; Trademarks legislation and registration system in India-an introduction, meaning of trademark criteria for eligibility, filling application for trademark registration; Trade secrets-scope modalities and protection: Case studies-drug related patents infringements.

### **UNIT IV:**

**6**

Technology development / transfer commercialization related aspects – Technology development-meaning; Drug related technology development, Toxicological studies, bioequivalence (BU), clinical trials, Phase I, Phase II, Phase III, Approved bodies and agencies.

**UNIT V:**

**6**

Funding sources for commercialization and technology – Preparation of project report, financial appraisals, and business models. Ethics and values in intellectual properties.)

**Total = 30**

**Reference Books**

Intellectual Property Rights by Christopher May,Susan K.Sell.

Intellectual Property Protection for Multimedia Technology by Hideyasu Sasaki.

A hand book of Intellectual Property Management (Property developing and exploiting your intellectual property assts )by Adam Jolly

<b>MBN P654</b>	<b>PHARMACEUTICAL BRAND MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**UNIT I** **6**  
Brand management - Branding concepts, brand identity, elements of branding, brand decisions, brand portfolio.

**UNIT II** **6**  
Creating brand - Brand personality, brand image, brand equity, managing brand equity through brand loyalty, brand awareness, perceived quality and brand associations.

**UNIT III** **6**  
Strategic brand management process.

**UNIT IV** **6**  
Brand positioning. Branding in pharmaceutical industry Pharmaceutical brand name development.

**UNIT V** **6**  
Brand packaging design- Future of branding in pharmaceutical industry.

**Total = 30**

**Reference books**

Brand Management Verma Harsh.V.  
Brand Management Chaurasia Harish.

<b>MBN P655</b>	<b>LOGISTICS AND SUPPLY CHAIN MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**UNIT I** **6**  
Introduction to logistics and its interface with production and marketing, measures of logistics. Supply chain management

**UNIT II** **6**  
Logistics system and analysis and design. Warehousing and distribution centres, their location ,transportation systems.

**UNIT III** **6**  
Dispatch and routing decisions and models. Inventory management decision.

**UNIT IV** **6**  
Logistics and control. Packaging and material handling.

**UNIT V** **6**  
International logistics management- Logistics future directions.

**Total = 30**

### **Reference books**

Martin chriatopher, Logistics and supply chain management: creating value adding networks

Sople, Logistics management: the supply chain imperative

<b>MBN P656</b>	<b>SOCIAL AND INDUSTRIAL PSYCHOLOGY</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**UNIT I** **6**  
 Social and industrial psychology-Definition, nature and background.  
 Social perception –Non-verbal communication, theories of attribution, impression management.

**UNIT II** **6**  
 Social identify-Self concept, self esteem, self efficiency, self monitoring and self focusing.

**UNIT III** **6**  
 Social influence – Conformity, compliance and obedience. Interviews, application blanks and reference – The interview, application blanks and biographical inventories. Reference and background investigations.

**UNIT IV** **6**  
 Employment testing – Testing abilities, testing personality, testing skills and achievements using and not using tests.

**UNIT V** **6**  
 Safety psychology – Safety management and safety psychology .Differential accident liability.

**Total = 30**

**Reference books**

1. Remington., Science and pharmacy practice

<b>MBN P657</b>	<b>INDUSTRIAL PHARMACY</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

#### **UNIT I**

**6**

Drug and pharmaceutical plants-Building layout, equipment layout, regulatory requirements for the same.

#### **UNIT II**

**6**

Safety aspects –fire ,explosion ,toxicity, hazards of some selected organic / inorganic chemicals –methods for handling them, hazards appraisal and control, disaster planning.

#### **UNIT III**

**6**

Corrosion and its prevention –corrosion characteristics of selected organic / inorganic chemicals and compatible materials of construction.

#### **UNIT IV**

**6**

Documentation and regulatory record keeping - Record keeping as required by different statutory bodies ,management information system(MIS).

#### **UNIT V**

**6**

Pollution and Pollution control –concept and type of Pollution, ecology and ecological balance , Pollution and health hazards, gaseous Pollution and control, water Pollution and control, waste minimization technology. Instrumentation and process control.

**Total = 30**

#### **REFERENCE BOOKS**

- 1.Introduction to pharmaceutical Engineering by Dr.A.R.Paradkar
2. pharmaceutical Engineering by C.V.S. Subramaniam

<b>MBN P658</b>	<b>INDUSTRIAL AND SERVICE MARKETING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**UNIT I**

**6**

Industrial market – Nature of industrial market, consumer market vs industrial market, industrial products; Types and characteristics, segmentation, industrial markets.

**UNIT II**

**6**

Industrial buyer – Buyer situations, buyer characteristics, factors influencing industrial buyer decisions, buying process and procurement. Industrial marketing and selling strategy.

**UNIT III**

**6**

Services – Service sector and economic growth, service concept characteristics and classification of service, challenges in service marketing. Designing a service strategy.

**UNIT IV**

**6**

Marketing mix in services marketing – product, price, place, promotion, people, physical evidences and process decisions.

**UNIT V**

**6**

Strategic issues in service marketing – Service differentiation and positioning, managing service quality, productivity in services. Application of service marketing – Marketing of health, financial services.

**Total = 30**

**Reference books:**

1. Biren N. Shah, Bhavesh S. Nayak, Viyet C. Jain and Dhireen P. Shah (2010). Industrial and service Marketing. Elsevier



<b>MBN P659</b>	<b>PHARMACEUTICAL PRODUCTION DECISION</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**UNIT I** **6**  
 Production management-Definition-Purpose & Objectives- GMP-Linear programming-  
 Product design-Plant Layout-Documentation-Production Planning-

**UNIT II** **6**  
 Control Evaluation-Evaluation of Production-Developing Quality in production system-  
 Steps in developing QM-ISO

**UNIT III** **6**  
 Pilot plant studies-Definition & purpose-Organization of a pilot plant study department-  
 Number of personnel's-Space/Area requirement –Scope-pilot plant studies for solid  
 dosage forms-material handling-Dry blending-Granulation-Drying size reduction-  
 Blending-Compression-Coating

**UNIT IV** **6**  
 Plant Layout design of pharma unit –Product layout- process layout-Methods for  
 determining layouts Pharmaceutical Production-parameters-Automation in pharma  
 industry

**UNIT V** **6**  
 Maintenance Management –Types-Planning-Organisation&maintenance department-  
 Inspection Actual maintenance –Records-Control and Evaluation of maintenance  
 Programmes.

**Total = 30**

**REFERENCES:**

1. Pharmaceutical –Issues for Industrial management, S.Arora, Frank brother & Co (Publisher) Ltd.
2. Pharmaceutical Engineering –C.V.S Subramanian-Published by MK JAIN for Vallabh Prakashan
3. Theory and Practice of Industrial Pharmacy by Liebermann and Lachman, Published by Varghese Publishing House.

<b>MBN P660</b>	<b>PROJECT MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**UNIT I**

**6**

Project planning and phases – Need and importance; phases of capital budgeting, project analysis facts, resources allocation frame work ( investment strategies, portfolio planning tools and interface between strategic planning and capital budgeting); Generation and screening of project ideas.

**UNIT II**

**6**

Project analysis- Market and demand analysis including demand forecasting, technical analysis and financial analysis( cost of project, working capital requirement and its financing)  
Project selection – Project cash flows, time value of money, cost of capital; appraisal criteria and analysis of risk.

**UNIT III**

**6**

Project management and control \_ Project organization, planning and control of project and human aspects of project management , project control tools  
( Gantt charts, line off balances)

**UNIT IV**

**6**

Network techniques for project management – basic concepts of networks, line estimation and determination of critical path for both PERT and CPM models; network cost systems and activity crashing.

**UNIT V**

**6**

Project review – Need for reviews, initial review, performances evaluation, abandonment analysis, evaluating the capital budgeting systems.

**Total = 30**

**Reference books**

1. Pharmaceutical project management – Second edition by Tony, Kennedy
2. Project management for Pharmaceutical industry by Laura Brown, Tony Grundy.

## MBA-RETAIL

MBN R653	CONSUMER BEHAVIOUR	L	T	P	C
		2	0	0	2

To understand the buyer's behaviour better.

### UNIT I

6

Consumer Behaviour and Marketing Strategy, nature and scope of Consumer Behaviour. Market segmentation, Learning - nature, characteristics and types, Brand loyalty, Brand equity & leverage. Learning theories - information processing & Involvement. Perception - Process, interpretation, and marketing strategy, Elements, Perceptual organization and defense, consumer imagery, perceived risk & how to handle the risk .

### UNIT II

6

Motivation - Nature, strategies, theories and their relevance, Motivational research. Personality - Psycho-analytical neo-Freudian and social approaches to personality. Understanding consumer diversity, Brand personality, Role, and brand personification. Self-image, Vanity and consumer behavior. Attitude formation & change - Sources of learning & influence on attitude formation, Strategies of Attitude change, Relationship between behaviour & attitude. Life style profiles- influences- self concept.

### UNIT III

6

Social Class - Identification and CB application on various social classes, Family Decision Making – consumption - related roles, Groups - types, Celebrities, Family, Socialization of family members, Function of family, , Family life cycle. Influence of reference groups – Friendship& Workgroup, Culture- Nature - Characteristics - Measurement, Sub-cultures, Cross culture.

### UNIT IV

6

Opinion leadership & process, Dynamics, motivation and opinion leadership, Need, Measurement and corporate strategy of opinion leadership, models and role relationship, Profile of opinion leader, OL and firm's marketing strategy, Innovation, Characteristics, Types, Profile of consumer innovator, Diffusion of innovation, Adoption process. Personal influence.

### UNIT V

6

Consumer decision-making process: Reutilized response, limited and extensive problem Solving behavior. Different buying situations- programmed and non-programmed buying occasions, Howard-Sheth, Engell, Kollat-blackwell and Nicosia models of consumer decision-making. Impact of communication process on developing persuasive strategies Consumer gifting behavior. Relationship marketing. Online buyer behaviour-characteristics-difficulties and challenges. Advent of consumer protection movements-consumerism- laws on consumer rights.

**Total = 30**

### References Books

1. Schiffman.L.G. & Kanak.L.L., Consumer Behaviour, PHI/Pearson.
2. Engel, Roger & Blackwell, Consumer Behaviour.

3. Loudon & Della Bitta : Consumer Behaviour , TMH  
 4. Henry Assael : Consumer Behaviour & Marketing Action, Thomson Learning.

<b>MBN R654</b>	<b>RETAIL ENVIRONMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**Aims of Module**

To provide the student with the ability to explain the nature and scope of the retailing sector and to describe the organisational classifications, operation and promotion of retail businesses, including the environment in which they operate.

**UNIT I** **6**

The nature of the retailing sector; retail market sectors;

**UNIT II** **6**

Retailing models and formats; the positioning of the retail sector in the contemporary Indian industrial scene; captains of the Indian retail industry;

**UNIT III** **6**

Demographics affecting the retail sector; retail classifications;

**UNIT IV** **6**

International retailing; retail marketing philosophy;

**UNIT V** **6**

Retail strategies; IT usage; consumerism; environmentalism; retail outlet location.

**Total = 30**

**REFERENCE BOOKS**

1. DUNNE, P. and LUSCH, R., 2007, Retailing, 6th ed. Thomson, South-western
2. DOHERTY, N.F., ELLIS-CHADWICK, F., HART, C.A., 1999. Cyber retailing in the UK: the potential of the Internet as a retail channel. In: International Journal of Retail and Distribution Management 1999 volume: 27, number: 1 page: 22 - 36, Emerald.
3. LEVY, M., and WEITZ, B., 2001. Retailing Management 4th ed. Boston: Irwin McGraw Hill.
4. MCGOLDRICK, P., 2002. Retail Marketing. London: McGraw-Hill.

<b>MBN R655</b>	<b>MERCHANDISE TECHNOLOGY AND PLANNING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

### **Aims of Module**

To provide the student with an understanding of the characteristic features of food and fashion products.

#### **UNIT I** **6**

Classification; influences on purchase patterns;

#### **UNIT II** **6**

Consumer trends; product differentiation for different market sectors;

#### **UNIT III** **6**

Labeling; food hygiene and safety; food poisoning and microbiology; food safety hazards and methods of control;

#### **UNIT IV** **6**

Roles of the food and garment technologist: legal obligations of individuals and management in the retail context;

#### **UNIT V** **6**

Fabric properties; strength; durability; aesthetics; comfort; performance; textile specifications.

**Total = 30**

### **Reference books**

ASTON, G. and TIFFNEY, J., 1997. The Essential Guide to Food Hygiene. Surrey: Eaton Publications.

BARNARD, M., 1996. Fashion as Communication. London: Routledge.

CHUTER, A.J., 1995. Introduction to Clothing Production Management. 2nd ed. Oxford: Bakewell Scientific Publications

DONNELLAN, C., 1998. Food for Thought. Milton Keynes: City Print Ltd.

SPRENGER, R.A., 2002. Hygiene for Management. UK: Highfield Publications.

TAYLOR, M.A., 1994. Technology of Textile Properties. 3rd ed. London: Forbes Publications

<b>MBN R656</b>	<b>RETAIL LOYALTY</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

### **Aims of Module**

To provide the student with the ability to explain the principles of the retail experience, the development and importance of building effective relationships with customers and loyalty schemes in the retail context.

### **UNIT I**

**6**

Retail experience, meaning and definition. Types of shopper; price bargain, special, lifestyles and shopping orientation.

### **UNIT II**

**6**

Retail activities; experiences, shopping zones. Retail mix, shopping centres, speciality, anchor stores, centre management, tenants and rental.

### **UNIT III**

**6**

Loyalty schemes; customer loyalty, communications and relationships, added value, loyalty cards, programmes and clubs, benefits of schemes,

### **UNIT IV**

**6**

personal shopper, catalogues,

### **UNIT V**

**6**

Internet, and cost of setting up schemes.

**Total=30**

### **Reference books**

BUTSCHER, S., 2002. Customer loyalty programmes and clubs. 2nd ed. London: Gower.

ROBINSON, S. and ETHERINGTON, L., 2006. Customer Loyalty. A Guide for Time Travellers. Basingstoke Hampshire: Palgrave Macmillan

GRIFFIN, J., 2002. Customer Loyalty How to Earn it How to Keep it. San Francisco: Jossey-Bass

REICHHELD, F.F., 2001. The loyalty Effect The Hidden Force Behind Growth, Profits and Lasting value. USA: Harvard Business School Press.

<b>MBN R657</b>	<b>BUSINESS ENTERPRISE SKILLS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

### **Aims of Module**

To provide students with a knowledge and understanding of the issues involved in managing a business project and equip them with the relevant interpersonal skills to add value to organisations.

#### **UNIT I**

**6**

Decision-making for strategic management: business plans, the decision-making process,

#### **UNIT II**

**6**

Mission, business and organisational objectives of the competitive environment, introduction to the strategic options and their selection criteria.

#### **UNIT III**

**6**

Decision-making within a simulated business setting, decision relating to the operation of a business, drawing on the above aspects of the decision-making.

#### **UNIT IV**

**6**

Examine entrepreneurship and intrapreneurship looking at the skills that entrepreneurs bring to the workplace. Contrast these with the traditional management skill-set.

#### **UNIT V**

**6**

Career planning, self marketing techniques.

Reference books:

CAMPBELL, D., STONEHOUSE, G. and HOUSTON, B., 2002. *Business Strategy: an introduction*. 2nd ed. Oxford: Butterworth-Heinemann.

HERBERT, I. and ROTHWELL, A., 2005. *Managing your placement: a skills-based approach*. Basingstoke: Palgrave Macmillan.

WATSON, G. and GALLAGHER, K., 2005. *Managing for Results*. 2nd ed. London: CIPD

<b>MBN R658</b>	<b>SERVICE SECTOR MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

### **Aims of Module**

To enable students to understand the underpinning management theory and practice within the service sector in national and international contexts and apply these to today's changing business environment.

#### **UNIT I**

**6**

The management process with reference to organisations in the service sector and the external environment.

#### **UNIT II**

**6**

The commercial, political, economic, socio-cultural, technological and ecological factors influencing organisations.

#### **UNIT III**

**6**

The principles of planning, organising, directing and controlling evident in effective service organisations.

#### **UNIT IV**

Management and allocation of resources,

#### **UNIT V**

**6**

Motivation, communication, performance

### **REFERENCE BOOKS**

KERRIE, B., and EVANS, J., 2004. The Secret to a Fashion Advantage is Brand Orientation. *International Journal of Retail & Distribution Management*, 32(8),pp. 403 – 411

BODDY, D., 2005. *Management: An Introduction*. 3rd ed. London: Financial Times/Prentice Hall.

LEVY, M. and WEITZ, B., 2004. *Retailing Management*. 5th ed. Boston: McGraw-Hill/Irwin.

MARCUS, S., 1997. *Minding the Store: a memoir*. USA: University of North Texas Press.

NEWMAN, A., 2002. *Retailing: Environment and Operations*. UK: Thomson Learning



<b>MBN R659</b>	<b>STORE DESIGN AND VISUAL MERCHANDISING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

### **Aims of Module**

To provide the student with the ability to apply the principles of store design, layout and visual merchandising to retail outlets.

#### **UNIT I** **6**

Store environment elements and objectives, store image,

#### **UNIT II** **6**

Store planning, space planning and allocation, store circulation and flow, merchandise fixtures and fittings,

#### **UNIT III** **6**

Visual merchandise techniques, store design interior and exterior, lighting, atmospherics, music and scent,

#### **UNIT IV** **6**

Visual communications, signage, logos, graphics, CAD

#### **UNIT V** **6**

Visual merchandising packages

### **Reference books**

CLIFF , S., 1995. The Best in Retail Corporate Identity. London: B.T. Barsford Ltd.

DUNNE, P. and LUSCH, R., 1999. Retailing. USA: Harcourt, Brace and Company.

LEVY. M. and WEITZ, B., 2001. Retailing Management. Boston: Irwin McGraw-Hill.

PEGLER, M., 1995. Visual Merchandising and Display. New York: Fairchild Publications.

<b>MBN R660</b>	<b>RETAIL OPERATIONS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

### **Aims of Module**

To provide the student with the ability to understand the duties and responsibilities of store management

<b>UNIT I</b> Store manager, duties, responsibilities, skills;	<b>6</b>
<b>UNIT II</b> Ancillary services, cleaning, maintenance,	<b>6</b>
<b>UNIT III</b> energy management; stock management, delivery, receiving, tracking, sales based ordering, quick response, inventory losses;	<b>6</b>
<b>UNIT IV</b> appropriate retail legislation; consumer protection legislation,	<b>6</b>
<b>UNIT V</b> packaging and recycling, trade descriptions, sale of goods	<b>6</b>

### **Reference books**

COX, R. and BRITTAIN, P., 2004. *Retailing: an introduction*. 5th ed. London: Financial Times Prentice Hall.

LEVY, M. and WEITZ, B., 2004. *Retailing Management*. 5th ed. Boston: McGraw-Hill/Irwin

MARCUS, S., 1997. *Minding the Store: a memoir*. USA: University of North Texas Press.

NEWMAN, A., 2002. *Retailing: Environment and Operations*. UK: Thomson Learning.

<b>MBN R661</b>	<b>E-RETAIL</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

### **Aims of Module**

To enable the student to describe and evaluate the effect of the Internet on companies and consumers in the retail sector.

#### **UNIT I 6**

Current technologies utilised in the retail sector - including: Internet; web sites; intranet; e-mail; electronic funds transfer (EFT);

#### **UNIT II 6**

E-retail distribution. Business models, including Business-Consumer, Business-Business;

#### **UNIT III 6**

Strategic impacts of e-business on organisations; government initiatives relating to IT, leading e-retail exponents such as Amazon.com and tesco.com.

#### **UNIT IV 6**

Patterns of consumption in the online environment: demographics; external issues relating to the ability to consume;

#### **UNIT V 6**

Reactions to different e-retail models.

### **Reference books**

CHAFFEY, D., MAYER, R., JOHNSTONE, K. and ELLIS-CHADWICK, F., 2000. *Internet Marketing*. London: Prentice Hall.

CITRIN, A., VARMA, S., DAVID, E., SILVERMAN, S., STEM, N. and DONALD, E. Jr., 2001. *Adoption of Internet shopping: the role of consumer innovativeness Industrial Management & Data Systems*. volume: 100,number 7, pp 294 - 300. Emerald online.

MCGOLDRICK, P., 2002. *Retail Marketing*. London: McGraw Hill.

ROWLEY, J., 2002. *E-business, principles and practise*. New York: Palgrave.

SETH, A. and RANDALL, G., 1999. *The Grocers, the rise and rise of the supermarket chains*. Kogan Page.

<b>MBN R666</b>	<b>BRAND MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**Objectives:**

1. To gain insights into working of a Brand
2. To understand Brand development and it's sustenance in competitive market-

**UNIT I** **6**  
 What is a Brand- Can anything be Branded-Strategic brand Management process-Brand elements (Criteria and option) - Building a strong brand and it's applications

**UNIT II** **6**  
 Identifying and establishing brand positioning-positioning guidelines –Brand values- Internal branding-Co branding-Corporate Branding-Brand Audit- Brand equity concepts-

**UNIT III** **6**  
 Integrated marketing communications and program to build brand equity-Brand leveraging-Brand equity management system-Qualitative and Quantitative techniques for measuring brand equity-

**UNIT IV** **6**  
 The Brand product Matrix- Brand Hierarchy-Designing a Brand Strategy –Brand extensions- Reinforcing Brands-Revitalizing Brands-

**UNIT V** **6**  
 Rebranding -Retiring Brands-Adjustments to Brand port folios

**Text Books:**

Building measuring and managing Brand equity

Kevin lane Keller, Second Edition, Prentice hall of India **Learning Outcomes for Module**

On completion of this module, students are expected to be able to:

Identify the key roles of members in a retail organisational structure and the importance of cultivating a dynamic workforce.

Investigate appropriate stock management processes and the factors that affect these for a range of retail outlets.

Outline the procedures to ensure the provision of relevant facilities management and planning.

**Indicative Module Content**

**Reference Book:**

Brand Management text and cases - W.Mathur, Macmillan India

## MBA-ERP

<b>MBN E661</b>	<b>MATERIALS MANAGEMENT PROCESSES</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>1</b>	<b>0</b>	<b>2</b>	<b>2</b>

### OBJECTIVES

- Name the basic organizational levels, master data, and functions of *SAP ERP* for the procurement processes in the supply chain
- Carry out a procurement process for stock material in *SAP ERP*
- Carry out a procurement process for consumable material in *SAP ERP*
- Carry out a procurement process for external services in *SAP ERP*
- Make use of selected automation options in the procurement process
- Explain the materials planning process in Materials Management
- List the various options for optimizing purchasing operations and their prerequisites
- Describe additional functions in Purchasing
- Carry out a goods receipt, reservation and goods issue
- Handling pipeline, consignment, and subcontracting materials
- Illustrate basic knowledge of Customizing settings for Materials Management

### UNIT I Basics of Procurement Process

9

Business Scenario, Organizational Levels in the Procurement Process, Client, Company Code, Plant, Storage Location, Organizational Levels in Inventory Management, Purchasing Organization / Group, Plant-Specific Purchasing Organization, Cross-Plant Purchasing Organization, Cross-Company-Code Purchasing Organization, Procurement Cycle, Purchase Order, Goods Receipt, Invoice Processing, Exercises. **Master Data in the Procurement Process:** Master Data: Business Scenario, Master Data in the Procurement Process, Material Master Data, Material Master: Organizational Levels, Vendor Master Data, Vendor Master Record: Organizational Levels, Maintaining a Material Master and Vendor Records, Material Type, Industry Sector, Exercises.

### UNIT II Procurement of Stock Material

14

Business Scenario, RFQ / Quotation, Conditions, Purchasing Info Records, Valuated Goods Receipts, Documents for Goods Movements, Logistics Invoice Verification, Collective Number, Function Process: Creating RFQs, Quotation Processing, Calculation Schema, Structure of the Purchasing Info Record, Stock Overview, Valuation Area, Valuation Class, Material Valuation Procedures, Material and Accounting Documents, Valuation of Goods Receipts, Transfer Postings, Effects of a Goods Receipt, Delivery Costs, Exercises. **Procurement of Consumable Material:** Procurement of Consum. Matl: Business Scenario, Purchase Requisitions, Converting Purchase Requisitions, Consumable Material, Account Assignment Objects, Procurement for Consumption, Stock Material <=> Consumable Material, Blanket Purchase Orders, Sources of Purchase Requisitions, Creating a Purchase Requisition, Multiple Account Assignment (e.g. Cost Centers), Processing Purchase Requisitions, Copying Purchase Requisition Data to the PO, Standard Procurement for Consumable Material, Blanket Purchase Orders, Procurement via Blanket Purchase Order, Characteristics of Blanket Purchase Orders, Advantages of Blanket Purchase Orders, Exercises.

### UNIT III Procurement of External Services

10

Business Scenario, Procurement of External Services Cycle, Service Master Record, Defining Price via Master Conditions, Stock Material <=> Services, Service Specifications in the Purchasing Document, Service Entry and Acceptance, Invoice Verification for Entry Sheet, Exercises. **Automated Procurement** : Automated Procurement: Business Scenario, Automated Procurement: Overview, Materials Planning Procedures, Overview of Materials Requirements Planning, Contracts, Source List, Automatic Generation of Purchase Orders, Order Acknowledgements, Evaluated Receipt Settlement, Automatic Payment Program, Reorder Point Planning, Net Reqmts Calculation in Reorder Point Planning, Static Lot-Sizing Procedures, Types of Contract, Processing Source Lists, Creating Source Lists Automatically, Materials Requirements Planning, Format of the Stock/Requirements List, Purchase Req. with Assigned Source of Supply, Shipping Notification and Goods Receipt, Exercises.

**UNIT IV Inventory Management**

**6**

Goods Receipt without reference to purchase order or production order, Goods receipt Blocked stock and release, Goods receipt in Quality inspection without Quality Management, Reversals and Return Deliveries, Reservations and Goods issues, Stock transfer/Transfer posting, Special Inventory Management topics, Pipeline material handling, Consignment and subcontracting material purchasing, Exercises.

**UNIT V Reporting in MM**

**6**

Business Scenario, Standard Reporting, Scope of List and Selection Parameters, SAP Logistics Information System (LIS), The Logistics Data Warehouse in the SAP System, Logistics Data Warehouse, From Document to Analysis, Reporting in the LIS, Reporting in Standard Analyses, Exercises.

**PRACTICALS**

Basics of Procurement Process  
 Master Data in the Procurement Process  
 Procurement of Stock Material  
 Procurement of Consumable Material  
 Procurement of External Services  
 Automated Procurement  
 Inventory Management

**Total 45**

**Reference Books:**

1. Martin Murray, SAP MM: Functionality and Technical Configuration, 2nd Edition, SAP Press.
2. Tony Arnold, Steve Chapman, and Lloyd Clive, Introduction to Materials Management (6th Edition), Prentice Hall; 2007, ISBN-10: 0132337614, ISBN-13: 978-0132337618.
3. Michiel R. Leenders, P. Fraser Johnson, Anna Flynn, and Harold E. Fearon, Purchasing Supply Management, McGraw-Hill Education Singapore; 13th ISE edition, 2005, ISBN-10: 0071249664, ISBN-13: 978-0071249669
4. Arjan van Weele, Purchasing and Supply Chain Management, CENGAGE Lrng Business Press; 4 edition, 2004, ISBN-10: 1844800245, ISBN-13: 978-1844800247
5. Michael Hugos, Essentials of Supply Chain Management, 2nd Edition, Wiley; 2 edition, 2006, ISBN-10: 0471776343, ISBN-13: 978-0471776345

<b>MBN E662</b>	<b>HUMAN RESOURCE MANAGEMENT PROCESSES</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>1</b>	<b>0</b>	<b>2</b>	<b>2</b>

## OBJECTIVES

- Describe the organizational plan and the organizational structure concept
- Identify the major functions in the following areas of the HR System: Recruitment, Career and Succession Planning, Personnel Administration, Compensation Management, Training and Event Management, Travel Management, Time Management, Shift Planning, Payroll and subsequent activities, Benefits and Cost Planning
- Perform HR evaluations using the information systems, Exercises.

### **UNIT I Structures in Human Resources 8**

Business Scenario, Employees and HR Structures, Employees in the Organizational Structure, Organizational Units, Object Types: Jobs, Positions, Tasks, Work Centers, Persons and Users, Organizational Plan, Employees in the Enterprise Structure, Enterprise Structure, Client and Company Code, Personnel Areas, Personnel Subareas, Employees in the Personnel Structure, Employee Group, Employee Subgroup, Payroll Accounting Areas, Monitoring Personnel Data, Organizational Structure, Enterprise and Personnel Structure, Integration - Personnel Administration and Planning, Integration Between Personnel Administration and Organizational Management, Organizational Management: Business Scenario, Methodology - Object - Oriented Design, Methodology – Planning, Methodology: Plan Versions, Simple Maintenance, Creating Organizational Units, Creating Jobs, Creating Positions, Assigning Persons, Reporting, Exercises.

### **UNIT II Personnel Management 8**

Recruitment: Business Scenario, From Vacancy to Hiring an Applicant, Vacancies in the Recruitment Process, Publishing Vacant Positions, Applicant Structure, Applicant Status, Typical Application Procedures, Applying Via The Internet, Searching for Applicants, Applicant Activities, Applicant Actions, Applicant Correspondence, Hiring An Applicant, Entering Work Center and Tax Data. Hiring an Employee: Business Scenario, Hiring An Employee, Employee Data, Infotypes, Hiring, Actions, Personal Data, Organizational Assignment, Planned Working Time, Basic Pay, Contract Elements and Monitoring of Dates, Maintaining Employee Data: Business Scenario, Maintaining Employee Data, Selecting Infotypes Using Tab Pages, Dynamic Infotype List, Selecting Infotypes Using Infotype Number, Subtypes, Maintaining Infotypes: Overview, Storing Data For Specific Dates, Maintaining Infotypes, Generating Histories, Editing Infotypes, Personnel Actions, Restarting a Personnel Action, Correcting Actions: Example (Entry),

Correcting Actions: Example (Leaving), Additional Actions, Dynamic Actions, Fast Entry, Personnel File, Exercises.

**UNIT III Personnel Development and Qualifying Actions**

**10**

Scenario, Personnel Development and Qualifying Actions, Qualifications and Requirements, Qualifications Catalog, Quality Scales and Alternative Qualifications, Creating Profiles for Persons/Applicants, Creating Profiles for Jobs/Positions, Profile Evaluations, Finding Persons, Profile Matchups, Profile Matchup: Example, Profile Matchup: Graphic, Training Proposals for Qualification Deficits, Training and Events Management, Integration with Other Application Components, Training and Event Management Overview, Business Event Hierarchy, Menu Structure, Day-To-Day Activities: Dynamic Attendance Menu, Booking Attendances, Cancel Attendance, Correspondence, Following Up Business Events, Information Menu, Business Event Brochure, Career and Succession Planning, Careers, Planning for Organizational Unit, Exercises. **Travel Management:** Travel Management: Business Scenario, Travel Management, Travel Management – Environment, HR Master Record (Mini Master) – Infotypes, Travel Privileges, Processing Trip Data: Overview, Organizational Forms of Data Entry, Functions in Receipt Entry, Framework Trip Data, Entering Receipts for a Trip, Trip Status, Cost Distribution, Fast Entry of Trip Data, Weekly Report for Trip Data, Central Approval, Trip Costs Accounting, Accounting and Payment, Posting Travel Expense Data to FI, Exercises.

**UNIT IV Time Management**

**10**

Business Scenario, Time Management, Time Management Prerequisites: Concepts, Public Holiday Calendars, Work Schedule, Assignment To A Work Schedule Rule, Recording Time Data, Work Schedule Deviations, Processing Time Data, Absences, Absence Type: Leave, Employee Self-Service Applications: Example, Absence Type: Sickness, Collision Checks: Examples, Overtime, Substitutions, Maintaining Time Data: Methods, Annual Calendars and Monthly Calendars, Monthly Calendars, Weekly Calendar, Shift Planning, Shift Planning: Use, Shifts, Shifts And Shift Groups, Requirements Definition, Calling Up A Shift Plan, Changing Shift Plan in Color Design, Requirements Matchup, Edit Target Plan: Day View, Determining Proposals, Temporarily Assigning An Employee To A Different Job, Time Evaluation, Completing Target Plan and Editing Actual Plan, Cross-Application Time Sheet, Time Recording using the Cross-Application Time Sheet, CATS - Prerequisites and Process Steps, Time Sheet Recording Variants, Step 1: Enter Time Data, Step 2: Release Time Data, Step 3 : Approve Time Data, Step 4: Transfer Approved Time Data, Document Display - Find Documents, Time Evaluation, Overview, Data Flow Between the Time Recording System and the HR System, Overview of the Employee Master Data Infotypes, Planned Working Time (Infotype 0007), Time Recording Information (Infotype 0050), Time Events Infotype



(2011), Time Evaluation Driver (RPTIME00), Error Processing, Calling Error Processing, Form Layout , Exercises.

## **UNIT V Compensation Management and Cost Planning**

**9**

Business Scenario, Compensation Management: Functions, Compensation Management: Infotypes, Components of the Compensation Process, Job Evaluation Results (Infotype 1050), Salary Survey Results (Infotype 1051), Budgeting, The Budgeting Process, Compensation Administration, Compensation for Employees, Compensation Administration, Cost Planning, Personnel Cost Planning Functionality, Personnel Cost Planning Methods, Carrying Out Personnel Cost Planning, Displaying the Costs of an Organizational Unit or Cost Object, Simulation Capabilities, Business Graphics, Saving Your Plan Scenario. Transferring Costs to Controlling, Exercises. **Payroll Accounting:** Payroll Accounting: Business Scenario, Payroll Accounting, Overview of the Payroll Procedure, Calculation of Remuneration Elements, Statutory and Voluntary Deductions, The Payroll Run, Payroll Areas, Payroll Administration, Payroll Driver Selection Screen, Payroll Log, Remuneration Statement, Wage and Salary Transfer - Data Medium Exchange, Subsequent Activities in Payroll Accounting, Lists / Statistics Per Payroll Period , Exercises. **Information System:** Information System: Business Scenario, Reports, The Information System in HR, Human Resources Information System (HIS), Accessing HIS, Starting Reporting, Editing Defaults, Ad Hoc Query, Output and Viewing Methods, Exercises.

### **PRACTICALS**

Structures in Human Resources  
Personnel Management  
Personnel Development and Qualifying Actions  
Travel Management  
Time Management  
Compensation Management and Cost Planning  
Payroll Accounting

**Total 45**

### **Reference Books:**

1. Christian Krämer, Sven Ringling, and Song Yang, Mastering HR Management with SAP, SAP Press
2. Christian Kramer, HR Personnel Planning and Development Using SAP, SAP PRESS; 1st edition, 2004, ISBN-10: 1592290248, ISBN-13: 978-1592290246
3. Hans-Jürgen Figaj, Richard Haßmann, and Anja Junold, HR Reporting with SAP, SAP Press
4. Satish M. Badgi, Practical SAP US Payroll, SAP Press

5. Wendell French, Human Resources Management, Houghton Mifflin Company; 6 edition, 2006, ISBN-10: 0618507213, ISBN-13: 978-0618507214
6. Robert L. Mathis and John H. Jackson, Human Resource Management, 12 edition, 2007, South-Western College Publishers, ISBN-10: 0324542755, ISBN-13: 978-0324542752

<b>MBN E663</b>	<b>PRODUCTION PLANNING PROCESSES</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>1</b>	<b>0</b>	<b>2</b>	<b>2</b>

## OBJECTIVES

- Explain the manufacturing organizational structures
- Describe the basic PP master data
- Perform MRP using various repetitive and make-to-order production strategies
- Execute the plans using production orders, repetitive manufacturing and KANBAN production techniques
- Interpret the results of the discrete manufacturing planning and execution processes

### UNIT I Master Data

8

Master Data: Business Scenario, Organizational Levels: Production, Company Code, Plant, Storage Location, Manufacturing Master Data, Material Master Data, Material Type, Material Master Record: Views, Material Master Record: Data Structure, Material Master: Basic Data View, MRP View, Work Scheduling View, Accounting View, Bill of Material Definition BOM, BOMs in Production Planning, Single-Level Bill of Material, Multi-Level Bill of Material Structure, BOM Category, BOM Usage, BOM Structure, BOM Item Categories, BOM Effectivity, Work Center, Work Center Data, Work Center Hierarchy, Routings: Overview, Routings: Groups, Routings: Sequences, Work Center Relationship to Operation, Component Assignments, Production Resources/Tools, PP Costing, PP Costing Data, Exercises.

### UNIT II Planning and Execution with Final Assembly

10

Planning and Execution with Final Assembly: Business Scenario, Planning Strategies, Make-to-Stock Production, Planning With Final Assembly, Sales and Operations Planning, Product Groups, SOP Process Flow, SOP Planning Table, Creating a Sales Plan, Creating a Production Plan, Disaggregation, Transfer to Demand Management, Demand Management, Stock / Requirements List, MRP, Planning Procedures, MRP Overview, MRP: BOM Explosion, Planning Without MRP Areas, Planning with MRP Areas, MRP: Net Requirements Calculation, MRP: Scheduling, MRP: Total Planning, MRP: Single-Item Planning, Planned Orders, MRP List and Stock / Requirements List, Stock / Requirements List and MRP List, Sales and Distribution, Availability Check, Consumption Logic, Production Orders, Elements of a Production Order, Production Order: Production Order Creation, Production Order Release, Production Order Goods Movements, Production Order Goods Issue, Order Confirmation - Process Chain, Production Order Goods Receipt, Production Orders: Costs, Production Orders - Order-Related Cost Object Controlling, Exercises.

### UNIT III Make-to-Stock Production

8

Make-to-Stock Production: Business Scenario, Make-to-Stock: Strategies, Make-to-Stock Production – Process, Master Production Scheduling, MPS - MRP Comparison, Planning



2. Jochen Ballas, Production Planning with SAP APO-PP/DS, SAP PRESS; 1 edition, 2006, ISBN-10: 1592291139, ISBN-13: 978-1592291137
3. Chetan S. Sankar, and Karl-heinz Rau, Implementation Strategies for Sap R/3 in a Multinational Organization: Lessons from a Real-world Case Study, Cybertech Publishing, 2006, ISBN-10: 159140777X, ISBN-13: 978-1591407775
4. Daniel C. Wood, SAP SCM: Applications and Modeling for Supply Chain Management (with BW Primer), Wiley, 2007, ISBN-10: 0471769916, ISBN-13: 978-0471769910
5. Thomas E Vollmann, William Lee Berry, David Clay Whybark, and F. Robert Jacobs, MANUFACTURING PLANNING AND CONTROL SYSTEMS FOR SUPPLY CHAIN MANAGEMENT : The Definitive Guide for Professionals, McGraw-Hill; 5 edition, 2004, ISBN-10: 007144033X, ISBN-13: 978-0071440332 .

<b>MBN E664</b>	<b>QUALITY MANAGEMENT PROCESSES</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>1</b>	<b>0</b>	<b>2</b>	<b>2</b>

## OBJECTIVES

- Understand business processes from a Quality Management viewpoint
- Understand the integration of Quality Management in the logistical processes of a company
- Be familiar with the functions of QM
- Know the basic conditions involved in implementing QM

### **UNIT I                   Basics** **8**

Basics: Business Scenario, EDP-Based Quality Management, Requirements for QM Systems, Contributions of Quality Management, Quality Management with the SAP System, QM as a Strategic Management Tool, DIN EN ISO 9001: 2000 Quality Elements and SAP, Managing QM Documents with SAP, Quality Management in the SAP System, Functions in the QM Component, Quality Planning: Activities, Quality Inspection: Activities, Quality Certificates: Activities, Quality Notifications: Activities, Quality Control: Activities, Test Equipment Management: Activities, QM in the Logistics Supply Chain, Uses and Benefits of the QM Component, Exercises.

### **UNIT II                   QM in the Logistics Supply Chain** **12**

QM in Log. Supply Chain: Business Scenario, Overview of QM in the Logistics Supply Chain: Objectives, Processes in the Company, QM in Company Processes, QM in Sales & Distribution (Sales Order), QM in Production (Materials Planning), QM in Production, QM in Procurement, QM in the Storage Process, QM in Shipping, QM in Service, QM Processes in the Logistics Supply Chain, Planned Processes, Event-Controlled Processes, Information Management, QM in the Logistics Supply Chain, QM in Procurement, Procurement Chain, Vendor Request for Quotation (RFQ), Quality Criteria for Vendor Selection, Purchase Order, Source Inspection, Processing Inspections at Goods Receipt, Quality Certificates at Goods Receipt, Electronic Transmission of Certificates, Handling Unit Management, Quality Inspections Using Handling Units, QM in Production, QM in Production / Process Industry, Production Chain, Order Release, Inspection During Production, Creating a Notification for Order Confirmation, Inspection for External Processing, Combination of Partial Lots into Batches, Inspection for Repetitive Manufacturing, Goods Movements, Early Insp. at Goods Receipt from Production, QM in Sales and Distribution/Service, Sales Chain, Delivery Inspection, Delivery, Service, Repairs Processing Using Quality Notifications, Repairs Processing Using Inspection Lot, Exercises.

### **UNIT III                   Quality Planning and Inspection Functions** **9**

Functions in Detail: Business Scenario, Functions in Quality Management, Quality Planning Functions, General Master Data: Overview, QM-Relevant Information Records, Quality Documents for Supply Relationships, Material Specifications, Material Specification with Batch Valuation, Inspection Planning, Task List Types, Inspection Plan Structure, Using Task Lists, Basic Data for Inspection Planning, Sample Determination (Basic Data), Sample Determination (Procedure), Catalogs, Test Equipment (PRT), Master Insp. Chars, Inspection Methods, Reference Operation Set, Work Center, Basic Data in the Inspection Plan, Distribution of QM Master Data, Approval Procedure, Quality Inspection Functions, Inspection Lot Processing, Inspection Lot Creation, Inspection Lot Origin and Inspection Type, Sequence of Inspection Lot Processing, Inspection Lot Creation, Inspection Specs

from the Variant Configuration, Valuation in Configuration, Additional Characteristic from Variant Configuration, Inspection Specs from Batch Determination, Exercises.

**UNIT IV      Inspection Results Recording      6**

Results Recording, Defects Recording, Worklist in Results Recording, Process-Optimized Results Recording, Results Recording for Master Insp. Characteristic, Results Recording on the Internet, Mobile Results Recording, Recording Steps, Inspection Lot Completion, Digital Signature, Sample Management, Planning the Physical Samples, Physical-Sample Categories, Sample Records and Sample Drawings, Inspection Process, Using Planned Physical Samples, Inspection Process Using Unplanned Physical Samples, External Systems, , Exercises.

**UNIT V      Quality Certificates, Notification and Control Functions      10**

Quality Certificate Functions, Quality Certificates, Certificate Planning, Certificate Processing, Example of a Certificate, Processing Quality Certificates at Goods Receipt, Quality Certificate for Delivery to Internet, Certificate Transfer, Quality Notification Functions, Problem Processing in the Company, Notification Processing in the SAP System, Elements of the Quality Notification System, Easy Entry of Notifications, Internet Service Request, Quality Notifications in the Log. Supply Chain, Quality Notification Structure, Action Box, Notification Processing (Sequence), General Worklists, Quality Notifications on the Internet, Quality Control Functions, Dynamic Modification of the Insp. Scope (at UD): Statistical Process Control (SPC), Intervening in the Process, Control Charts and SPC Criteria, Western Electric Rules, Quality Score for Inspection Lots, Vendor Evaluation, Subcriteria of the Main Criteria, Quality-Related Costs, Cost Processing with QM Orders, QM Information System (QMIS), Standard Analyses in QMIS, Early Warning System, Using Statistics, Exercises.

**PRACTICALS**

QM in the Logistics Supply Chain  
Quality Planning and Inspection Functions  
Inspection Results Recording  
Quality Certificates, Notification and Control Functions

**Total      45**

**Reference Books:**

1. Michael Hölzer and Michael Schramm, Quality Management with SAP, SAP Press
2. Gert Hartmann and Ulrich Schmidt, Product Lifecycle Management with SAP, SAP Press
3. James R. Evans, The Management and Control of Quality, Cengage Learning, 2007, ISBN-10: 0324382359, ISBN-13: 978-0324382358
4. David L. Goetsch, and Stanley B. Davis, Quality Management, Prentice Hall; 5 edition, 2005, ISBN-10: 0131189298, ISBN-13: 978-0131189294

5. Dale H. Besterfield, Carol Besterfield-Michna, Glen Besterfield, and Mary Besterfield-Sacre, Total Quality Management, Prentice Hall; 3 edition, 2002, ISBN-10: 0130993069, ISBN-13: 978-0130993069

MBN E665	SALES AND DISTRIBUTION PROCESSES	L	T	P	C
		1	0	2	2

## OBJECTIVES

- Recognise the basic processes in sales and distribution
- Carry out the most important functions from pre-sales right through to the receipt of payment
- Understand the basic sales and distribution processes in SAP System
- Learn to use SAP functions
- Maintain sales and distribution data and name the enterprise structure required for these
- Work with different sales and distribution documents
- Describe the routes from sales and distribution to areas such as materials management, production and accounting
- Carry out evaluations on the sales and distribution processes in the SAP System

### UNIT I Enterprise Structures in Sales and Distribution 8

Enterprise Structures: Business Scenario, Organizational Units in Sales and Distribution, Company Code, Sales Organization, Distribution Channel, Division, Sales Area, Plant and Storage Location, Shipping Point. **Overview of Sales Processes:** Sales Processes: Business Scenario, Pre-Sales Activities, Sales Order Processing, Inventory Sourcing, Shipping, Billing, Payment, Documents in Sales and Distribution, Creating an Order, Sales Document Structure, Creating an Outbound Delivery, Structure of Delivery Document, Picking, Posting Goods Issue, Creating a Billing Document, Billing Document Structure, Effects of Billing Document, Document Flow in the SAP System, Document Flow at Item Level

### UNIT II Master Data in Sales and Distribution 8

Unit Business Scenario, Data Origin in Sales Documents, Customer Master, Data on the General Data Tab Pages, Data on the Sales Area Data Tab Pages, Partner Functions in the Customer Master, Data on the Company Code Data Tab Pages, Effects of Changes in the Customer Master, Material Master, Data on the Sales Tab Pages, Cross-Division Sales, Division-Specific Sales, Customer - Material Information Record, Order Entry Using Customer-Material Info Record, Output, Incompletion Log, Condition Master, Condition Master Records in Pricing, Pricing in Sales Orders, Common Master Data - Distribution Channels, Common Master Data – Divisions,

### UNIT III Sales From Stock - Available 14

Processes with Stock: Business Scenario, Sales Document Types, Sales Document Functions, Determining the Delivering Plant Automatically, Shipping Point, Route, Determining the Shipping Point Automatically, Determining the Route Automatically, Delivery Scheduling, Transportation Scheduling, Backward Scheduling, Forward Scheduling, Collective Processing in Shipping, Outbound Delivery Options, Picking in Shipping, Processing, Collective Processing in Picking, Picking Options, Collective Processing for Posting Goods Issue, Collective Processing in Billing, Billing Options, Worklists. **Sales from Stock – Shortage:** Unit Business Scenario, Availability Check in the Sales Order, Material Availability Date Check, Plant Check, Control of Availability Check, Transfer of Requirements, Complete and Partial Deliveries, Backorder Processing, Document Flow with





<b>MBN E666</b>	<b>CUSTOMER SERVICE PROCESSES</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>1</b>	<b>0</b>	<b>2</b>	<b>2</b>

## OBJECTIVES

- Describe how customer service processes are represented and supported in the SAP System
- Use the business transactions for customer service
- List the evaluation options
- Understand the integration of customer service component with other applications

### **UNIT I CS - Overview 7**

CS - Overview: Business Scenario, Service - Overview: Topic Objectives, Service - Service Categories, Services, Service – Process, Roles in Customer Service, CS - Main Functions, Organizational Elements, Organizational Structure - Accounting, Organizational Structure - Cost Accounting, Organizational Structure - Materials Management, Organizational Structure - Sales & Distribution, Organizational Units, Organizational Structure – Service, Master Data: Customer Master, Material Master, Use of Material Master in Service, Work Centers in Service, Contents of Work Center Master, Personnel Master, Vendor Master , Exercises.

### **UNIT II Technical Objects 11**

Technical Objects: Business Scenario, Types of Technical Objects, Material Serial Numbers and Equipment: Serial Numbers, Serial Number Management, Equipment and Serial Numbers, Equipment, Criteria for Equipment Master Record, Equipment Master Record, Functional Locations, Criteria for Functional Locations, Master Record for Functional Location, Bills of Material: Objectives, Service Bills of Material, Object Hierarchies, Installed Base, Warranties, Warranty Types, Structure of Master Warranty, Object-Related Warranty, Exercises. Helpdesk: Business Scenario, Documents in CS, Simple Notification Processing, Service Notification Functions, Notification Types, Notification Structure, Notification Interface, Notification Receipt, Catalogs, Service Notification: Task Determination, Customer Interaction Center (CIC), Notification Processing with CIC, Notification Processing, Notification List Editing, Follow-up Actions for Service Notification, Status of Notifications and Tasks, Solution Database, Notification Completion, Notification Completion, Exercises.

### **UNIT III Field Service Planning 11**

Field Service Planning: Business Scenario, Simple Order Processing, Service Order Functions, Structure of Service Order, Process Flow for Simple Order, Order Entry and Planning, Process Flow in Service Order Processing, Order Creation Options, Order Operations - Internal Processing, Scheduling and Capacity Planning, External Services in the Order, Service - External: Process Flow, Service - External (with Service Sheet): Process Flow, Order Components, Stock Material: Process Flow, Non-Stock Material: Procedure, Service Order with Advance Shipment, Service Quotations, Creating a Quotation from a Service Order, Order Processing, Service Orders - List Editing, Order Release, Printing / Faxing Order, Communication, Order and Operation Statuses, Order Confirmation, Order Confirmation, Time Confirmation, Activity Report, Material Confirmation, Non-Stock Material Confirmation, Technical completion, Billing, Resource-Related Billing, Billing Service Orders, Warranty Processing, Order Completion, Cost and Revenue Analysis in the Service Order, Order Settlement, Business Completion , Exercises.

#### **UNIT IV Returns and Repairs**

**9**

Returns and Repairs: Business Scenario, Overview, Repairs Processing, Phases of Repairs Processing, Structure of Customer Repairs Order, Supported Scenarios, Serviceable Item and Service Product, Order Entry and Returns Delivery, Repair Acceptance, Technical Check and Repairs Processing, Repair Start, Customer Repairs Order and Service Order, Outbound Delivery and Billing, Completion Confirmation, Billing in Repair Order, Value Flow, Exercises.

Service Contracts: Business Scenario, Service Contracts, Contents of Service Contract, Structure of Service Contract, Service Contract - Contract Data, Service Contract - Billing Plan, Service Contract – Price Agreements, Contract Billing, Definition of Service Products, Overview of Service Products, Fixed Service Product, Configurable Service Products, Configurable Service Products – Context, Configured Service Product, Configured Service Products: Example, Service Processing with Contract Reference, Service Contract Assignment, Hotline Processing with Service Contract, Service Order with Service Contract, Value Flow, Exercises.

#### **UNIT V Planned Customer Service**

**7**

Planned Customer Service: Business Scenario, Task Lists, Task Lists in Service, Structure of Task List, Task List Selection in Service Order, Maintenance Plans, Definition of Maintenance Plan, Types of Maintenance Plan, Structure of Maintenance Plan, Link to Maintenance Plan - Maintenance Contract, Scheduling, Scheduling Overviews, Exercises. Evaluations: Business Scenario, Service History, Elements of the Service History, Notification and Order History, Service Information System, Data Warehouse – Concept, Logistics - Data Warehouse, Analysis Views and Information, Standard Analysis Options, Additional Functions of LIS, , Exercises.

#### **PRACTICALS**

Field Service Planning  
Returns and Repairs  
Service Contracts  
Evaluations

**Total 45**

#### **Reference Books:**

1. Thomas Teufel, Jurgen Robricht, and Peter Willems, SAP(R) Process, Sales and Distribution and Customer Service, Addison Wesley Publishing Company; 2003, ISBN-10: 0201715147, ISBN-13: 978-0201715149
2. Jitendra Singh, Implementing and Configuring Sap Global Trade Services, SAP PRESS; 1 edition, 2006, ISBN-10: 1592290965, ISBN-13: 978-1592290963
3. Robert W Lucas, Customer Service Skills for Success, Career Education; 4 edition, 2008, ISBN-10: 0073545449, ISBN-13: 978-0073545448
4. Paul R. Timm, Customer Service: Career Success Through Customer Loyalty, 4th Edition, Prentice Hall; 2007, ISBN-10: 0132236583, ISBN-13: 978-0132236584

5. Elaine K. Harris, Customer Service: A Practical Approach, 4th Edition, Prentice Hall; 2006, ISBN-10: 0131989375, ISBN-13: 978-0131989375

<b>MBN E667</b>	<b>FINANCIAL PLANNING PROCESSES</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>1</b>	<b>0</b>	<b>2</b>	<b>2</b>

## OBJECTIVES

- Describe the basic structure and procedures of the Financial accounting in the SAP ERP System
- Perform essential functions of Financial Accounting
- Explain the roles of various applications in Financial Accounting
- Explain how the financial modules relate to each other
- Perform typical accounting transactions in the application components of Financial accounting

### UNIT I **General Ledger Accounting** **8**

Business Scenario, Company Code, Business Area, G/L Account Master Records: Charts of Accounts, Chart of Accounts Assignment, Company Code Specific Settings, Account Groups for G/L Accounts, Reconciliation Accounts, Transaction Figures, Financial statement versions, Parallel Accounting Methods, Accounting Transaction Within a Period in G/L Accounting, G/L Account Postings, Standard/Complex Postings, Important Standard Document Types, Posting Key, Standard Posting Keys, Account Information, Exercises.

### UNIT II **Accounts Payable** **15**

Master Data in Accounts Payable, Vendor Account in SAP FI, Account Groups for Vendors, Daily Accounting Transactions in Accounts Payable, Invoice/Credit Memo Entry, CO Account Assignment Logic, Workplace and User Roles, The Recurring Entry Program, Elements of the Payment Transaction, Parameters, Proposal Run, Edit Proposal, Payment Run, Print Payment Media, Integration with Materials Management, Purchasing Data in the Vendor Master Record, Closing Operations in Accounts Payable, Overview: Accounts Payable Closing Operations, Balance Confirmations, Foreign Currency Valuation, Reclassify Payables, Exercises.**Accounts Receivable:**Accounts Receivable: Business Scenario, Master Data in Accounts Receivable, Customer Account in SAP FI, Account Groups for Customers, Daily Accounting Transactions in Accounts Receivable, Invoice/Credit Memo Entry, Incoming Payments, Dunning Functions, Dunning Procedure, Parameters, Dunning Run, Changing the Dunning Proposal, Printing Dunning Notices, Correspondence, Accounts Receivable Information System, Integration with Sales and Distribution, Divisions, Sales Areas, Sales Area Data in the Customer Master Record, Sales Process, Credit Management, Credit Control Area, Credit Management Master Record, Credit Control Process, Closing Operations in Accounts Receivable, Overview: Accounts Receivable Closing Operations, Value Adjustments: Parameters, Valuation Run, Transfer, Exercises.

### UNIT III **Asset Accounting** **7**

Business Scenario, Asset Master Data, Assets in FI Organizational Units, Asset Class, Depreciation Areas, Control Data in Depreciation Areas, Account Determination, Group Assets and Sub-Numbers, Daily Accounting Transactions in Asset Accounting, Transaction Type, Asset Transactions, Unplanned Depreciation, Assets Under Construction, Asset

Explorer, Closing Procedures in Asset Accounting, Overview: Asset Closing, Inventory, Depreciation Posting Run, Asset History Sheet, Exercises.

**UNIT IV Travel Management**

**7**

Business Scenario, Master Data in Travel Management, Master Data in HR and in FI-TV, Vendor Master Record for an Employee, Accounting Transactions in Travel Management, Travel Manager, Travel Expenses , Exercises. **Bank Accounting:** Bank Accounting: Business Scenario, Master Data in Bank Accounting, Bank Directory, Bank Accounts, Accounting Transactions in Bank Accounting, Cash Journals, Cash Journal Transaction, Types of Cash Journal Transactions, Processing Incoming Checks, Depositing Checks, Posting a Check Deposit, Lockbox, Bank Account Statement, Incoming and Outgoing Checks, Bank Transfers, Managing Outgoing Checks, Exercises.

**UNIT V Preparing Financial Statements**

**8**

Business Scenario, Closing Procedures in the General Ledger, Schedule Manager, Overview: General Ledger Closing, Accruals/Deferrals for Revenues & Expenses, Accruals, GR/IR Analysis, Balance Audit Trail, Preparing Financial Statements for Period Accounting, Reporting, Cost of Sales Accounting, Period Accounting, Derivation of Functional Area, Cost of Sales Accounting Ledger, Consolidation, EC-CS: Data Flow, EC-CS: Organizational Units, Status Monitor, Data Transfer to EC-CS, SAP Consolidation — Future Development, SAP Strategic Enterprise Management , Exercises.

**PRACTICALS**

General Ledger Accounting  
Accounts Payable  
Accounts Receivable  
Travel Management  
Bank Accounting  
Preparing Financial Statements

**Total 45**

**Reference Books:**

1. Manish Patel, Discover SAP ERP Financials, SAP Press
2. Jane L. Reimers, Financial Accounting: A Business Process Approach, 2nd Edition, ISBN-10: 0-13-147386-7, ISBN-13: 978-0-13-147386-7, Published by Prentice Hall, 2008
3. Barry Elliott, Jamie Elliott, Financial Accounting, Reporting & Analysis: International Edition, 2nd Edition, ISBN-10: 0-273-70253-X, ISBN-13: 978-0-273-70253-5, Published by Prentice Hall, 2006
4. Charles T. Horngren, Charles T. Horngren, Gary L. Sundem, John A. Elliott, Donna Philbrick, Introduction to Financial Accounting, 9th Edition, ISBN-10: 0-13-147972-5, ISBN-13: 978-0-13-147972-2, Published by Prentice Hall, 2006
5. Penne Ainsworth and Dan Deines, Introduction to Accounting: An Integrated Approach, 5th Edition, ISBN-13 9780073527000, Published by McGraw-Hill, 2009
6. John A. Elliott,

7. Introduction to Financial Accounting, ISBN-10: 0131968750, ISBN-13: 978-0131968752, Published by Prentice Hall, 2005

<b>MBN E668</b>	<b>BUSINESS INTELLIGENCE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>1</b>	<b>0</b>	<b>2</b>	<b>2</b>

### OBJECTIVES

- Understand the functional and technical overview of the SAP Business Information Warehouse
- Acquire a basic level of knowledge about business warehouse

### UNIT I **BW Overview** 12

BW Overview: Business Scenario, Information-Based Management, OLTP Environment, SAP OLTP Reporting Toolbox, OLTP versus OLAP, SAP Business Information Warehouse, SAP New Dimension Initiatives, BW and the Business Framework, Why BW?, BW Strategy: An End-to-End Solution, Business Information Warehouse Architecture, BW Architecture Details, Data Extraction, BW Strategy: An Open System, BW Strategy: Rich Business Content, Business Content Benefits, BW Business Content Components, Activating Queries in Business Content, Exercises.

### UNIT II **Business Explorer** 12

Business Explorer: Business Scenario, Business Explorer Components, Business Explorer Browser, Info Catalog, Executing Queries, Saving Workbooks in the InfoCatalog, Choosing a Workbook from the InfoCatalog, Creating a Query, Choosing Characteristics and Key Figures, Changing a Query, Filtering Data in the Query Definition, Filtering Data in the Worksheet, From InfoCube to Worksheet, Exercises.

### UNIT III **Data Warehousing** 12

Data Warehousing: Business Scenario, OLTP Structure, SAP BW Data Model, Dimensions, Fact Table, Star Schema, SAP BW: extended Star Schema: Detail, Specific features of the BW Star Schema, Master Data and Info Cubes, Terms used with MDM / Star Schema and BW, Data Granularity, From Data Model to Database, InfoCube: SAP BW Design, Multi-dimensional analysis, Characteristics and Key Figures, Exercises.

### UNIT IV **Administrator Workbench** 9

Administrator Workbench: Business Scenario, Administrator Workbench, Source System, InfoObject within BW, Scenario for new InfoObject, InfoSource: Features, InfoSource Components, Master Data InfoSource, Transaction Data InfoSource, Meta Data Update for SAP OLTP, Staging Engine, Extraction from Multiple Sources, Extraction Methodologies, ODS Functions in Administrator Workbench, Scheduler, Monitoring, Data loading status indicator in the Monitor, Administrator Workbench Additional Functions, Exercises.

### UNIT V **PRACTICALS**

Business Explorer  
Data Warehousing  
Administrator Workbench  
**Exercises**

**Total** 45

**Reference Books:**

1. Norbert Egger, Jean-Marie Fiechter, Jens Rohlf, Jörg Rose, and Oliver Schruffer, SAP BW Reporting and Analysis, SAP Press
2. Norbert Egger, Jean-Marie Feichter, and Jens Rohlf, SAP BW Data Modeling, SAP Press
3. Peter Scott , SAP Business Explorer (BEx) Tools, SAP Press
4. Norbert Egger, Jean-Marie Fiechter, Sebastian Kramer, Ralf-Patrick Sawicki, and Stephan Weber, SAP Business Intelligence Up-to-date for SAP NetWeaver 2004s, SAP Press
5. Biao Fu, and Henry Fu, SAP(R) BW: A Step-by-Step Guide, Addison-Wesley Information Technology Series, Addison-Wesley Professional; 2002, ISBN-10: 0201703661, ISBN-13: 978-0201703665
6. Naeem Hashmi, Business Information Warehouse for SAP (Prima Tech's SAP Book Series), Muska & Lipman Publishing; 2000, ISBN-10: 0761523359, ISBN-13: 978-0761523352
7. Kevin McDonald, Andreas Wilmsmeier, David C. Dixon, and W. H. Inmon, Mastering the SAP Business Information Warehouse: Leveraging the Business Intelligence Capabilities of SAP NetWeaver, Wiley; 2 edition, 2006, ISBN-10: 0764596373, ISBN-13: 978-0764596377



The Purchasing Process, Claim Management, Milestone Billing, Project Cash Management, Exercises.

**UNIT V Closing 9**

Closing: Business Scenario, Period-End Closing: Processes, Settlement: Scenarios, Schedule Manager, Exercises. Reporting, Information Systems, Information Systems: Level of Detail, Structure Overview and Individual Overviews, Structure Information System: Functions, Editing All Objects, Graphical Evaluation, Importing and Exporting Data, Hierarchy Reports, Cost Element Reports, Exercises.

**PRACTICALS**

Project Structures  
Planning  
Budgeting  
Execution  
Closing

**Total 45**

**Reference Books:**

1. Mario Franz, Project Management with SAP Project System, SAP Press
2. Harold, Ph.D. Kerzner, Project Management: A Systems Approach to Planning, Scheduling, and Controlling, Wiley; 9 edition, 2005, ISBN-10: 0471741876, ISBN-13: 978-0471741879
3. Jack R. Meredith, and Samuel J., Jr. Mantel, Project Management: A Managerial Approach, Wiley; 6 edition, 2005, ISBN-10: 0471715379, ISBN-13: 978-0471715375
4. James P. Lewis, Fundamentals of Project Management (Worksmart), AMACOM; Third Edition, 2006, ISBN-10: 0814408796, ISBN-13: 978-0814408797
5. Samuel J., Jr. Mantel, Jack R. Meredith, Scott M. and Shafer, Margaret M. Sutton, Project Management in Practice Wiley; 3 edition, 2007, ISBN-10: 0470121645, ISBN-13: 978-0470121641



<b>MBN E672</b>	<b>CONTROLLING PROCESSES</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>1</b>	<b>0</b>	<b>2</b>	<b>2</b>

## OBJECTIVES

- Use the main controlling (CO) functions
- Identify the components in CO that address different business requirements
- Explain how the CO components are integrated with each other
- Explain how CO is integrated with other SAP ERP components
- Understand SAP CO terminology
- Describe the different cost allocation methods and explain the differences between them
- Decide which CO tools to use in given business situations

### UNIT I **Overview Of Controlling** **8**

Overview Of Controlling: Business Scenario, General Tasks of Controlling, Accounting Architecture, FI and CO: Standard versus Flexibility, Reporting Requirements, Controlling Architecture, Important Controlling Areas, Typical Controlling Area Tasks, The Components of Controlling, Overview of CO Components, Cost and Revenue Element Accounting, Overhead Cost Controlling (CO-OM) and Activity-Based Costing (ABC), Cost Center Accounting, Internal Orders, Activity-Based Costing: Model, Product Cost Controlling (CO-PC), Product Cost Controlling: Overview, Product Cost Planning, Cost Object Controlling, Material Ledger Concept, Actual Costing, Profitability and Sales Accounting, Aspects of Profitability and Sales Accounting, Typical Questions in Profitability Analysis, Profitability Analysis per Market Segment, Typical Questions in Profit Center Accounting, Profit Center Accounting, Profitability and Sales Accounting: Methods, Integration, Integration Within CO - Value Flows, Integration With Other Modules, Transfer Price Concept in ERP, Managing a Global Enterprise, Different Views of a Corporate Group, Multiple Valuation Views

### UNIT II **Representing Your Business in CO** **7**

Portraying Your Business in CO: Enterprise Scenario, Organizational Units and Structures, Organizational Units, Multiple Assignment, Basic Data and Structures, Accounts and Cost Elements, Cost Elements and Revenue Elements, Master Data in Overhead Cost Controlling, Cost Center, Activity Type, Statistical Key Figures, Internal Order, Business Process, Master Data Groups, Master Data in Product Cost Controlling, Master Data in CO-PC, Product Cost by Order, Product Cost by Period, Product Cost by Sales Order, Master Data in Profitability and Sales Accounting, Types of Profitability Analysis, Basic Concepts of CO-PA, Profit Center, Profit Center Assignments. Reporting Tools: Business Scenario, Reporting Tools of CO, Report Selection, Report Painter/Report Writer, Options in Report Writer Reports, Drilldown Reporting, Options for Drilldown Reporting, Interactive Information System, ABAP List Viewer

### UNIT III **Planning and Planning Integration** **10**

Planning and Plan Integration: Enterprise Scenario, Introduction to Planning, Planning: Goals, Versions, Copy Plan and Actual Data, Planning Layouts, Organization of the Planning Views, Planning with Different Cost, Accounting Methods, Cost Accounting Methods, Planning in Cost Center Accounting, Planning Statistical Key Figures, Primary Cost Planning, Cost Allocation Methods for Planning, Pure Cost Allocations, Activity Type Planning, Planning Primary Costs that are Activity-Dependent, Planning Secondary Costs, Cost Allocations, Using Activity Types, Example of Price Calculation, Examples of Typical

Planning Steps for Cost Centers, Assigning Planning Methods to Controlling Methods, Integrated Planning Cycle, Integrated Corporate Planning, Planning Integration - Sales Planning, CO- PA: Planning, CO-PA: Top-Down Distribution, Integrated Planning - Planning in PP, Planning Integration – Transferring Activity Requirements to Cost Center Accounting, Integrated Planning: Cost Center Planning, Transferring Planned Values for Cost Centers, Planning Internal Orders, Planning Integration - Product Cost Planning, Product Cost Planning: Overview, Overhead Rate, Cost Rollup in Product Cost Planning, Price Update, Planning Integration - Update Sales Plan/CO-PA, Transferring the Costing Results to CO-PA, Integration of Services in Planning, Integrated Planning in Profit Center Accounting, Planning Process Costs, Comparison of The Push and Pull Approaches , Integrated Activity Based Costing, Cost Allocation with Template

#### **UNIT IV Posting to CO from Other Modules**

**10**

Posting to CO from Other Modules: Enterprise Scenario, Posting to CO from Other Modules, Posting Logic, True and Statistical Objects in CO, Posting from FI to a Cost Center, Posting from HR to a Cost Center, Posting from MM to a Cost Center, Posting MM Purchase Orders to a Cost Center, Commitments, Statistical and Real Postings, Posting to a Statistical Order, Posting to a Real Order, Posting to a Profitability Segment. Transaction-Based Postings In CO: Transactions related to Overhead Cost Controlling, Reposting Line Items, Direct Activity Allocation, Time Sheet, Budget Management, Availability Check, Easy Cost Planning & Execution Services, Templates for Easy Cost Planning, Transactions Relevant to Cost Object Controlling, Product Cost Controlling, Cost Accounting at Order Level, Cost Controlling at the Product Level, Typical Activities in Cost Object Accounting, Process Chain: Order-Related Manufacturing, Delivery to Stock, Relevant Transactions for Profitability and Sales Accounting, Selling Goods and Services, Steps in Sales Order Processing, Transferring Sales Order Receipts to CO-PA, Delivery and Billing, Selling Goods and Services - without Sales Order Controlling, Selling Goods and Services - with Sales Order Controlling, Transfer Prices, Transfer Prices in Profit Center Accounting, Example for Transfer Prices

#### **UNIT V Period-End Postings in CO**

**10**

Period-End Postings in CO: Business Scenario, Overhead Cost Controlling, Postings of Statistical Key Figures, Transferring Statistical Key Figures from the LIS, Periodic Activities in Overhead Cost Controlling, Periodic Cost Allocation – Methods, Accrual Costs, Accrual Calculation: Percentage Method, Periodic Reposting, Distribution, Assessment, Overhead Rates, Order Settlement, Methods for Periodic Quantity Allocation, Indirect Activity Allocation, Enter Actual Activities for Sender, Actual Activities for Sender not Entered, Example of Period-End Closing in CO-OM, Variance Calculation on Cost Centers, Revalue using actual prices, Cost Object Controlling (Product Cost by Order), Process Chain: Order-Related Manufacturing, Typical Steps in Period-End Closing in CO-PC, Template Allocation, Calculating WIP at Actual Cost, WIP Settlement, Variance Calculation, Variance Settlement, Method Comparison, Period-End Postings: Actual Costing/Material Ledger, Actual Costing: Preliminary Valuation, Determining the Periodic Unit Price, Single-level Material Price Determination, Multilevel Material Price Determination, Period-End Postings in Profitability Analysis, Overview of the Data Flow in Profitability Analysis, Assigning Overhead Costs: Overview, Assessment of Cost Center and Process Costs, Order Settlement to Profitability Analysis, Overview of the Data Flow to Profit Center Accounting, Balance Sheet Items in EC-PCA, Distribution/ Assessment, Period-End Postings: Schedule Manager, Schedule Manager: Advantages, Schedule Manager: Scheduling, Schedule Manager: Task List - Flow Definition, Schedule Manager: Monitor, Reconciliation Ledger, Reconciliation Reports

## **PRACTICALS**

Representing Your Business in CO  
Reporting Tools  
Planning and Planning Integration  
Posting to CO from Other Modules  
Transaction-Based Postings In CO  
Period-End Postings in CO

**Total**                    **45**

## **Reference Books:**

1. Quentin Hurst, David Nowak, Configuring SAP R/3 FI/CO: The Essential Resource for Configuring the Financial and Controlling Modules, Sybex; 1st edition, 2000, ISBN-10: 0782125972, ISBN-13: 978-0782125979
2. Marco Sisfontes-Monge, Controlling-Profitability Analysis (CO-PA) with SAP, SAP Press; 1st edition, 2008, ISBN-10: 1592291376, ISBN-13: 978-1592291373
3. Asap World Consultancy, Jonathan Blain, Administering Sap R/3: The Fi-Financial Accounting and Co-Controlling Modules, Que; 1st ed edition, 1998, ISBN-10: 0789715481, ISBN-13: 978-0789715487
4. Charles T. Horngren, Srikant M. Datar, George Foster, Cost Accounting: A Managerial Emphasis, Prentice Hall; 12th edition, 2007, ISBN-10: 0131495380, ISBN-13: 978-0131495388
5. Edward J. Vanderbeck, Principles of Cost Accounting, South-Western College Pub; 14 edition, 2007, ISBN-10: 0324374178, ISBN-13: 978-0324374179
6. Michael R. Kinney, Jenice Prather-Kinsey, Cecily A. Raiborn, Cost Accounting: Foundations & Evolutions, South-Western College Pub; 6 edition, 2005, ISBN-10: 0324235011, ISBN-13: 978-0324235012
7. Charles T. Horngren, George Foster, Srikant M. Datar, Madhav Rajan, Chris Ittner, Cost Accounting, Prentice Hall; 13 edition, 2008, ISBN-10: 0136126634, ISBN-13: 978-0136126638

