



**SCHOOL OF MANAGEMENT**

**MBA FULL TIME**

**CURRICULUM AND SYLLABI - 2008-10**

**SCHOOL OF MANAGEMENT  
SRM UNIVERSITY  
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	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>

<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-Introduction To Organizational Behaviour – Definition of OB – Various Disciplines Acontributing to OB – Harwthron Experiment - Foundation Of individual Behaviour – Need And importance Of Organizational Behaviour – Nature And Scope – Framework of Organizational Behaviour 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 – 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-Leadership – Meaning – Importance Trait, Behavioural and Contingency Theories – Leadership Styles – Leaders Vs Managers; Power and Politics – Sources Of Power – Power Centers – Organisation Politics - Organizational Structure and Design – Organisation Climate – Factors Affecting Organisation Climate – Importance; Job Satisfaction – Organisation Development – Organisation culture – Organisation Change – Current Trend in OB

## **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>

Basic Statistics – Introduction – Measure of Central Tendency & Dispersion – Mean, Weighted Average, Median, Mode, Range, G.D, M.D, S.D-Correlation – Simple Correlation, Regression – Simple Regression Time Series – Trend analysis, seasonal variation – Cyclical & Irregular variations (only theory)-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-Probability – Introduction – Basic Concepts in Probability, Bayers Theorem; - Theory of Distributions – Binomial, Poisson, Normal-Decision Theory – Decisions under risk & uncertainty – Decision tree analysis.

Multiple Regression analysis

**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.

<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 in the area of Financial Accounting & Management-Basics of accounting – concepts and conventions – Preparation of Trading, Profit and Loss Account and Balance Sheet of business units-Interpretation and Analysis of Financial Statements comparative statement, Common Size Statement, Trend Analysis, Ratio Analysis – Fund Flow Statement and Cash Flow Statement-Marginal Cost – Cost volume profit analysis-Cost Accounting – Elements of Cost– Cost sheet – Methods of Costing-Budget and Budgetary control – ZBB – Performance budgeting

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

### **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>

**LEARNING OBJECTIVES:**

1. To understand the basic concepts of the subject Managerial Economics.
2. To analyze various business problems with the economic models and theories.
3. To forward business planning and to take decision making.

Basic Concepts, Scope, Importance and Definitions Relevant to Managerial Economics- Factors Influencing Managerial Decision – Managerial Economics and other Disciplines – 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-Production Function – Least cost combination of Inputs – Factor productivity and Returns to Scale – Statistical Production Function – Managerial uses of Production Function – Costs Concepts - Accounting Cost and Economic Cost – determinants of Cost – Cost – Output Relationship – Estimation of Cost – Output Relation ship-Determinants of Price- Pricing under Different Objectives-Pricing under Different Market Structures- Price Discrimination- Pricing of Joint Products- Pricing Methods in Practice – 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

**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>MBN509</b>	<b>BUSINESS LAW</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>

## **GENERAL PRINCIPLES OF LAW OF CONTRACT**

Indian Contract Act. – 1956

## **II SPECIAL CONTRACTS-**

Bailment & Guarantees-Contract of Agency - Sale of Goods Act

## **INDUSTRIAL LAW**

Factories Act

Indian Trade Union Act

## **COMPANY LAW**

Meaning

Definition

Formation of Company

Rights, Duties and Liabilities of Directors

Winding up of Company

## **LAW RELATED TO GENERAL PUBLIC**

The Consumer Protection Act 1986

The Information Technology Act 2000

The Right to Information Act

Securities, Contracts Regulations Act 1956

SEBI Act 1992

Depository Act 1996

Foreign Exchange Management Act 1999

Competition Act 2005

### **Reference Book:**

1. N.D.Kapoor, Mercantile Law – Sultan & Sons
2. Vakul Sharma, Cyber Law – Mac Milan
3. Akhileshwar Pathak, Legal aspects of business- Tata McGraw-Hill
4. Relevant Bare Acts

<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.

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 – Components of Marketing Mix – Forecasting – Case Study-Factors Influencing Consumer Behaviour – Fir Stage Buying Decision Process – Post Purchase Behaviour – Business Market Vs Consumer Market – Stages in Industrial Buying Process – Case Study-Levels of Market Segmentation – Segmenting Consumer Markets – Bases for Segmenting Business Markets – Market Targeting – Case Study-Analyzing Competitors – Competitive Forces – Identifying and Competitive Strategies for Market Leader – Market Challenger – Marketing Follower – Market Richer Strategies – Product Lifecycle Marketing Strategies – 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.

## **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 & Nmakumary-Marketing Management-Global Perspective-Indian Context-Mac Millon India Ltd



<b>MBN515</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-Self Introduction – News Reading – Story Telling  
 Group Discussion – Presentation - Press Meet-Programme  
 Reviews – Presentation-Meetings

## **Reference Book:**

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

<b>MBN517</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 organization. To expose real life Business environment

### **CASE STUDY I**

### **PREPARATION & DISCUSSION**

### **CASE STUDY II**

### **CASE STUDY III**

### **CASE STUDY IV**

### **CASE STUDY V**

<b>MBN519</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.
- **MS Power Point** - Formatting slides & Text in Power Point Presentation.
- **MS Excel** - Managing Data, Functions and Charts in Excel Worksheets.
- **MS Access** - Customizing, Organizing, Sorting & Filtering data and also to create reports for professional data presentation in Access.
- **Networking** - Getting on the Internet, Working with E-mail, Reading a page in a web browser

### **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

<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.-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-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 - 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-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. -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.-Nature, Scope and Objectives of Finance Function – organization of finance function – Role of financial managers in general and in India.-Investment Analysis – Traditional Methods – Discounted Cash Flow Methods – Dividend decision and Bonus Issues (excluding theories) Working Capital Management – Regulation of Working Capital Finance – Sources of Short Term Funds.

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-Financial Information System (FIS) – Economic Value Addition (EVA) - Basics of Management Control System – Corporate Governance – Corporate Debt Restructuring.

**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.

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-**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.-**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.-**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.-**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

**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>

To understand fundamental concepts of Marketing in Modern Marketing Practices-Components of a Modern Marketing Information System – M.R Process – Focus Group – Questionnaire Design – Online Research – Marketing Metrics-Product Characteristics – Classification – Product Differentiation – Product Hierarchy – Co-Branding – Packaging – Labeling – Warranties & Guarantees – New Product Development – Related Case Studies in Product Strategies-Understanding Pricing – Setting the Price – Types of Pricing Strategies – Initiating & Responding to the Price Changes – Related Cases in Pricing Strategies 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.-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.

**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 INTRODUCTION**

**5**

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

Product Design – Need, Preliminary Design, Final Design, Modular Design, Reverse Engineering

### **UNIT II PROCESS PLANNING**

**7**

Process Planning – Steps in Process Planning – Make or Buy Decision.

Computer Integrated Manufacturing – Computer Aided Design - Computer Aided Manufacturing – Flexible Manufacturing Systems.-Production Planning & Control – Preplanning – Fore Casting – 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.-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-Maintenance Management – Types of Maintenance, Procedure for Maintenance, Maintenance Cast Balance.-Fundamentals of Purchasing – Functions of Purchasing, Purchasing Procedure, Vendor Rating-Stores Management – Functions of Store Keeping, Store Records, Stock Verification

#### **❖ Applications / Problems**

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>MBN512</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>

To understand the basic concepts of Information Systems applicable to Management  
 To study the design & development of Management Information Systems  
 To learn about the various modules in Enterprise Resource Planning System

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.

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

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 – 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 – 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 Final Information Systems for an Enterprise.
- Design & Development of Information Systems
- A study of Enterprise Information Plans Systems in a Company

**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>

To understand the development and growth of business-What is Business? Why study Business?  
Economic, Finance, Production, System, Human Resources, Integrations, Public & Private Businesses  
Understanding the evaluation of Indian Business Lessons from successful Business men / women  
Public - Railways, ONGC, BHEL, Private - Reliance, Tatas, Infosys, Joint Sector & Co-operative sector –  
IFFCO, KRIBHCO, Business History-America, Europe, Japan, China, Korea -Profit Vs Loss, Public Vs  
Private, Competitive advantages of Countries, Different Countries, Big Vs Small, and Family Vs  
Professional Role of Law & Regulation

**Reference Books:**

1. Dwijendra Tripathi, Jyoti Jumanani – 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>

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. OR – Introduction – Background – Models in OR – Applications – Scope in OR-LPP – Formulation – Graphical Method and Simplex Method-Dualing in LPP – Primal and Dual – Game Theory and Simulation Trans Problem – Assignment Problem and TSP – Time Management-Network Analysis – CPM – PERT – Crashing – Cost Control

**Reference Books:**

1. J.K.Sharma, Operation Research
2. S.D.Sharma, Operations Research
3. Prof.V.Sundaresan, Resource Management Techniques

<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  
 Personal Interview  
 Paper Presentation  
 Speech  
 Group Discussion  
 Etiquette for Managers  
 Talk Shows  
 Movie Reviews  
 Article Reviews  
 Book Review

**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

Internal & External

Agenda & minutes of the meeting

Abstract / Summary of AGM speeches

Preparing tenders and quotations

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

**Reference Book:**

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

<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>

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 - 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 -Corporate Governance- (Perspectives, Malpractices, Codes of Ethics/Conduct, Regulations, Enforcement, Whistle-blowing, CSR); Human Resource Management: Finance Management; Marketing; International Business; Production and Projects, IT; Environmental ethics- Pollution and depletion of natural resources- causes and control & sustainable development-Development of the Code & Initiating Implementation, Promoting 'Ethics' culture, Enforcement-

**Case studies:**

**Text Books**

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

**Reference Books**

1. 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)
2. Robert Soloman, "The Myth Of The Profit Motive," Ethics And Excellence (Oxford Up, 1992)
3. Robert Soloman, "Macho Myths And Metaphors," Ethics And Excellence (Oxford Up, 1992)
4. Albert Carr "Is Business Bluffing Ethical"?, Contemporary Issues In Nbusiness Ethics, Joseph Desjardins, And John Mccall (Belmont, C.S: Wadsworth Publishing Company 1990)
5. 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)
6. William H. Shaw, "Business Ethics", Thompson, 2002
7. David. J.Fritzche, "Business Ethics"
8. Peter Madsen and Jay. M. Shapitz, "Essentials of Business Ethics"
9. 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>

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. -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 - 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.-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.

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.

**Text book:**

1. James R.Evans & William M.Lindsay “The Management and Control of Quality” 6<sup>th</sup> Edition, Thomson Press, 2006.

**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.

<b>MBN615</b>	<b>ENTREPRENEURIAL DEVELOPMENT</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>

The students will be exposed to concepts of entrepreneurship and motivated to become an entrepreneur.-  
The objective of the course are to develop entrepreneurial skills and to focus the  
Problems, prepare feasibility reports, various facilities services offered and prospects of small business.-  
Frame work for Entrepreneurship – What is Entrepreneurship – Dimensions of Entrepreneurship – Role of  
MSMEs – Government policies and prospects - The Environment for Entrepreneurship-Identification of  
Business opportunity – Formalities for setting up of Business – Family Business – Problems in small  
Business –Business Plan - Financial Management – Marketing Management – Production Management –  
Human resource Management -Elements of Business plan – Critiquing the Business plan – Format and  
Presentation

**Text Book:**

1. Rajeev Roy, “Entrepreneurship”, Oxford university press publications, sixth impression, 2010
2. Jayshree Suresh, “Entrepreneurial Development”, Margham Publications, Reprint 2010.

**Reference Books**

1. Poornima Charantimath, “Entrepreneurship Development – Small Business Enterprises” , Pearson Publication, 2006.
2. Marc. J. Dollinger, “Entrepreneurship - Strategies and Resources”, Pearson Publication, 3<sup>rd</sup> Edition 2005.
3. Hisrich , “Entrepreneurship”, Tata Mcgraw Hill, New Delhi.,2001.
4. Vasan Desai, “Entrepreneurship” , Himalaya Publications
5. SS.khanka, “Entrepreneurship Development”, S.Chand ., Ltd., 2001.
6. Prasanna Chandra, “Project Planning Analysis” Tata Mcgraw Hill,1996.
7. 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>

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 – Legal Environment & Dispute Settlement Mechanism – Cultural Difference & Cross Cultural Factors – Case Studies- 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-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 -Structure & Trends in Foreign Trade – Global Sun Rise Industry (Bio-Technology) – SWOT Analysis of various sectors – EXIM Policy – Special Economic Zones – Case Studies

**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>

To enable students understand the various components of Business environment, devise strategies to face global competition.-The students will get Exposure to various phases of Business, Policies in different functional areas and Strategies implemented in different business situations.-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.-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**-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**-Components of the Process, Resource mobilisation, allocation and delegation, Organisational Structure, System and Processes & Code of Ethics, Unit wise/ Function wise Micro goals/Targets/policies, Tactical plan. - **Case studies**-Leadership, Change Management, Project Management, Directing, Evaluation and Control of Performance; Feedbacks on overall Process -. **Case studies**-

Thomas L. Wheelen, J. Dravid Hunger & Hrish Rangarajan – Concepts in Strategic Management & Business Policy – Pearsan Education

1. V.S.T. Rao & V. HariKrishan - Strategic Management – Text & cases – Excell books

#### **Reference Books**

1. Business Policy, Strategic Management, L.M. Prasad, Sultan Chand & Sons Publications, 2000.
2. J. Davidhunger & Thomas L. Wheelles – Strategic Management, Addison Wesley Longman – 6<sup>th</sup> edition, 2000.
3. Charles W.L. Hill & Garefn R. Jones , Strategic Management Theory – All India Publishers & Distributors, Chennai.,1998.
4. Azhar Kazmi, Business & Strategic Management, Tata McGraw Hill, New Delhi, 1998.
5. 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>

Introduction: Concept of research and its applications in the various functions of management; Types of business problems encountered by the researcher; Problems and precautions to the researcher in India; Research - features, types, phases and problem formulation. Business research- the Manager - Researcher relationship. Styles of thinking, the thought process, scientific attitude, understanding theory - components and connections. Concepts, constructs, definitions, parameters, variables, propositions, hypothesis, theory and models; Meaning and importance of research -Research - meaning - scope and significance-Characteristics of good research.. -Type of Research design: Exploratory, Descriptive, casual and experimentation design.-The Research Process : The management research question hierarchy, research process problems, the favored technique syndrome, problem definition, designing the study, sampling design, resource allocation and budgets, valuing research information, the research proposal, pilot testing, data collection, analysis and interpretation, reporting the results and ethics in research. Methods of Data Collection: Sources of Data: Primary Data, Secondary Data; Questionnaire, Interviewing, Case study, Observation, Survey research.-Sampling : Terminology, sampling and sampling design - sampling techniques - simple random sampling - stratified sampling - systematic sampling - cluster sampling - multi stage sampling, , Non probability-Convenience, judgment, quota sampling, use, advantages and disadvantages, determination of sample size and estimating proportions, sampling errors. Hypothesis-meaning - sources - Types - formulation - measurement - meaning - need Errors in measurement -Tests of sound measurement, Techniques of measurement - scaling Techniques -meaning - Types of scales - Management and scaling - Nominal scale - ordinal scale - interval scale - ratio scale - Guttman scale - Likert Scale - Semantic differential, scale construction techniques.-Data Analysis and Interpretation : Analysis of data: Coding, editing and tabulation of data; various kinds of charts and diagrams used in data analysis, runs - test for randomness - sign test - median test, Data analysis methods – Qualitative and Quantitative. Statistical Tools in Data Analysis: Bivariate Data Analysis : Regression, ANOVA, Multivariate Data Analysis: PCA, Multiple regression, Factor Analysis: Purpose, concept, difference between component analysis and factor analysis, MANOVA, Lisrel, Cluster Analysis, Conjoint analysis, multi dimensional scaling and Discriminant Analysis. Measures of Association :Correlation and regression analysis, contingency coefficient. Non parametric Tests : Test of randomness, Kolmogorov - Smirnov test, Cramer's V. Proportional reduction error (PRE), Goodman and Kruskal's Tau, and gamma, and kendall's tau. Use of Statistical Software (SPSS/AMOS/Lisrel/SYSTAT ETC.)- Report Writing: Contents and Coverage, Objectives (What to do), Methodology (How to do), Findings (data & interpretation), Rationale of the study and Application, Conclusion and Recommendation, Report Preparation: Types and layout of research report; Precautions in preparing the research report; Bibliography and Annexure in report; Drawing conclusions; Giving suggestions and recommendations to the concerned persons. Interpretation - meaning - Techniques of interpretation - Report writing- Significance - Steps in report writing - Layout of report - Types of reports – Oral presentation - executive summary - mechanics of writing research report - Norms for using Tables, charts and diagrams - Appendix- norms for using Index and Bibliography.

#### **REFERENCES**

1. Wilkinson & Bhandarkar: METHODOLOGY AND TECHNIQUES OF SOCIAL RESEARCH.
2. Pauline Vyoung: SCIENTIFIC SOCIAL SURVEYS AND RESEARCH.
3. Panneerselvam, R., RESEARCH METHODOLOGY, Prentice Hall of India, New Delhi, 2004.
4. CR Kothari, Research Methodology, New Age International.
5. K.V.Rao, Research methodology in commerce and management, Sterling Publishers, 1993.
6. Gupta.S.P. Statistical Methods, Sultan chand, 2001.
7. Donald R.Cooper and Pamela S.Schindler - Business Research Methods - Tata McGraw Hill.
8. Uma Sekaran, Research Methods for Business, Wiley Publications.
9. Green, Donald & Tull, Research for Marketing decisions, Prentice Hall of India
10. Brown, Marketing Research: A Structure for Decision making, Addison, Wesley Publishing Company

11. Saunders- Research Methods for Business Students (Pearson Education, 3rd edition)
12. Beri- Marketing Research (Tata McGraw-Hill), 1993, 2nd ed.
13. David J. Luck and Ronald S. Ruben- Marketing Research (Prentice Hall of India), 1987, 7th ed.
14. Zikmund, Business Research Methods, 7th Ed, Thomson Learning.

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

To make the students Understand and use Business Application Software Use of computer packages is Finance – Marketing – Production – Personnel Management – Tally – SPSS – POM – Purse- Ex –SAPM – Metastock – Statistica – Business Data Analysis

### **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.

<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.

Money and capital markets-Trends of savings and financial flow of the Indian money market and capital market institutions-Security Analysis:

Objectives, principles, different types of securities, evaluation of fixed income securities, evaluation of ordinary shares.-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, forecasting stock prices, fundamental analysis and technical analysis, efficient market theory, risk and returns-Portfolio analysis-Portfolio theory, assessment of portfolio performance and portfolio revision, practical aspects.

Weightage of 40% should be given for problems.

#### **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 understand the Tact's & Techniques methods of corporate finance.

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-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-

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

#### **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.

MBN F663	FINANCIAL SERVICES	L	T	P	C
		2	0	0	2

**OBJECTIVES:** To make the student know the various financial services and their working and the usefulness to business and industry.

**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 aspect accounting and reporting and financial evaluation - Consumer credit: meaning – various methods – usefulness to industry and business – requirements for such credit

**FACTORING AND FORFAITING:**

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

**VENTURE CAPITAL FINANCING:**

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

**HOUSING FINANCE:**

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

**CREDIT RATING:**

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

**Reference:**

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



MBNF 665	FINANCIAL INSTITUTIONS AND MARKETS	L	T	P	C
		2	0	0	2

Objective:

To understand the various Financial Institutions and Markets.

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.

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

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.

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.

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>3</b>

### **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.

### **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.

### **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.

## **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.

## **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.

### **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>

Introduction and overview of Derivatives: – Mechanics of Future Markets – Financial Derivatives Market in India – Regulation of financial derivatives in India:

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

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:

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

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: Framework**

**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: Business analysis and valuation**

**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 – Valuation implementation – case.

**Unit IV:**

**6**

Business analysis and valuation Applications – Equity – case – Credit analysis and distress prediction – case.

**Unit V:**

**6**

Mergers and Acquisitions – Corporate financing policies – communication and Governance.

Total: 30

**Book:**

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

MBNF658	BANKING MANAGEMENT	L	T	P	C
		3	0	0	3

Objective:

To understand the roles, fundamental activities and rules and regulations of banking-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-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 types of customers-Indian Committee-Chore Committee-Credit Risk Management-Corporate Debt Restructuring-Book principles of Lending-Various types of Capitals-Fixed Capital-Working Capital-Non-fund based facilities-Letter of Credit-Guarantee UCPDC-Pledge-Mortgage-Hypothecation-Types of Charges-Preferential norms-Asset Classification-Income Recognition-Provisioning Asset-Liability Management-Capital adequacy in Banks-Based-I-Based-II-Basic of Derivatives-Camels rating of Banks-Credit Risk-Market Risk-Operational Risk-Banking Ombudsman Scheme-Customer Protection Act-SARFAESI Act 2002.

Book Reference:

- 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.

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.

Unit-I

6

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

Unit-II

6

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: Formation and development of Micro Services.

Unit-IV

6

Micro Finance Institutions: Role of MFI in developing Micro Finance: Enhancing Institutional Finance: Micro Finance and Rural Development: Micro Credit Institutions: Non Government Organization (NGO).

Unit-V

6

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.

Total: 30

Book reference:

1. Micro finance and poverty reduction.  
by susan johnson and bren royalt
2. Indian micro finance-the challenges of rapid growth-by prabu ghate.
3. Micro finance hand book - by jonna ledger wood.
4. Commercial banks in micro finance- by malcolm harper and sukhwinder singh aroroa.

MBN F 664	INTERNATIONAL FINANCE	L	T	P	C
		2	0	0	2

What's different about international finance? International markets for payments and credit - Spot and forward currency exchange - Cross-rate parity - Parity relationships in 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: international capital budgeting - Exchange rate systems and policy - Central bank intervention - Currency crises - European Monetary Union - Monetary and portfolio-balance Exchange rate determination approaches - 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 - 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 - 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

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- 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-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, Acquisition/Take over Codes- Techniques – Defensive Strategies- Cross Boarder Deals-Corporate Sickness- The Magnitude-Different interpretation of Sickness- Causes- Turnaround- Turnaround Types-Basic Approaches- Surgical Vs.Human – Phases in Turnaround Management-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.

**Reference:**

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 Stewart 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

MBN F668	MERCHANT BANKING	L	T	P	C
		2	0	0	2

**PURPOSE**

To understand money markets and different financial services.

The students will be able to know about money market functions, role of SEBI, Mutual funds, Factoring, Credit cards and Ratings, Leasing , Hire purchasing and Venture capital.

Merchant Banking - Origin, Growth, Scope, Functions, Institutional Structure-Legal and Regulatory frame work-relevant provisions of Companies Act , SEBI guidelines  
 Activities requiring SEBI registration and activities requiring no registration-categories of Merchant Banker-Relations with Stock Exchanges - SEBI - Regulations.

**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

MBNF 670	BEHAVIOURAL FINANCE	L	T	P	C
		2	0	0	2

**OBJECTIVE:**

To enable the students to understand what does psychology have to offer to the stock market investors, portfolio managers and finance economists.

**UNIT I : INTRODUCTION** 6

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

**UNIT II: BEHAVIOURAL FACTORS AND FINANCIAL MARKETS** 6

Efficient market hypothesis – fundamental information and financial markets – Information available for market participant and market efficiency – market predictability – the concept of arbitrage – limits of arbitrage.

**UNIT III: PSYCHOLOGY OF FINANCIAL MARKETS** 6

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: PROSPECT THEORY** 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: BEHAVIOURAL FINANCE MARKET STRATEGIES** 6

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

Total: 30

**Suggested readings:**

1. Scott plous (1993) The psychology of judgment and decision making Mc graw hill.
2. Daniel kahneman and Amos tverskey (Eds) (2000) Choices, values and frames; Russell sage foundation Cambridge, VIC Newyork.
3. Andrei sheifer (2000) Inefficient markets Oxford, Newyork Oxford University Press.

<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>

#### Unit 1: Emerging Banking Trends

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.

#### Unit 2: Overview of banking operations

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 3: Banking Law and Practice

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 4: Basic Corporate Banking

Tandon Committee, Chore Committee, Credit Risk Management, Corporate Debt Restructuring, Basic Principles of lending, Various types of capitals, Fixed capital, working capital, Non-Fund based facilities, Letter of credit, Guarantee, UCPDC, Pledge, Mortgage, Hypothecation, Types of Charges.

#### Unit 5: Risk Management in Banking

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

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

1. Introduction – Risk Diversification – basics – Balanced Port Folio-ORIGIN and Development of MFS in India-Superiority of MFS over other investment options.
2. Global Scenario-Classification of MFS-operational Classification-portfolio classification-Geographical classification-structural classification-Recent Trends in MF.
3. 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.
4. PF Construction-Problem, Pf Revision-Problem, Pf Evaluation-Problem
5. Mf Guidelines on Advertisement- Regulatory Measure - SEBI Regulation.

**Reference:**

1. Financial Service Dr.R.Shaungar Wiley Ch.11.1-11.5
2. Financial Service M.Y. Khan,TMG C.12.1
3. Financial Service + Markets Dr.Punithavathy Panda,Vikas
4. Mutual Fund & Retirement Plans Ch.8 Sunil K Parameswara,TMG
5. Financial Service & Systems ,K.Sasidharn,Alex K.Mathew ,TMG
6. Financial Marketing & Services E.Gordon K.Nataragan, Himalaya Ch.14
7. Security Analysis and Port Folio Managemet Avadhari , Himalaya
8. SAPM-Kevin.

<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>

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.

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

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

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

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

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

**Text 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>

To understand the buyer's behaviour better.

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 .

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.

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.

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.

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.

**References:**

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 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-Services characteristics and categories – Trends in services marketing – Consumer behaviour-Marketing mix elements for services – Segmentation – Product- Promotion- Price - Distribution- role of people in services marketing-Physical evidence of a service – Service quality – Measurement – Control – Demand - supply management-Marketing Research in services marketing – Marketing effort - Service Tax Tourism and travel – Hotel Management and catering – Hospitals – Educational institutions – Financial consultancy – entertainment – Seminars and projects.

1. Vaia A Zeithaml, Ajay Pandit and others, "Services Marketing", Mc Garw Hill Special Indian Edition, 4<sup>th</sup> Edition, 2008.
2. Govind Apte, "Services Marketing", Oxford Press, 2004.



MBN M657	SALES MANAGEMENT	L	T	P	C
		3	0	0	2

**SALES MANAGEMENT** :Evolution of the Sales Department - Sales Management – Objectives – Types of Personal Selling objectives – Market Potential – Sales potential – Sales Forecast – Analyzing Market Potential – Market Indexes – Sales Forecasting Methods – Determining Sales-Related Marketing Policies. **CASES-**: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. **CASES-**: Personnel Management in the Selling Field : Sales Force Management – Job Analysis – Job Description - Organization for Recruiting and Selection – The Prerecruiting Reservoir – Sources of Sales Force Recruits – The Recruiting Effort – Selecting Sales Personnel .**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.: 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. **CASES**

**Total Hours: 30**

TEXT BOOK:

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

REFERENCES BOOK:

1. Ramneek Kapoor , Fundamentals of Sales Management , Macmillan
2. Inagram , LaForge, Avila,Schwepker Jr.,Williams , Sales Management , Thomson

MBN M652	CUSTOMER RELATIONSHIP MANAGEMENT	L	T	P	C
		2	0	0	2

**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 and various CRM packages-The concept of CRM – Strategic imperatives – Conceptual foundations of CRM – 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 – contact centers for CRM-The CRM Road Map – Operational issues in implementing CRM

Book:

Shainesh, G and Jagdish N, Sheth “Customer Relationship Management”, Macmillan, 2006

<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. Understand the issues - opportunities -and problems-Retailing role – relevance and trends – Retail Organizations – Retail in India- Retail location strategy – Merchandising - Product - merchandise - Management - Retail space management- Retail pricing- Retail Promotion strategy – Relationship Marketing – seminars and projects.

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 Syllabus:**

What are events? Physical and virtual events. Why an event? Goals & objectives, Types of events, Types of special event professionals, Event management in the real world, Marketing environments for events.

**5 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,

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

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

**Purpose of Course:**

The purpose of this course is to acquire an in-depth knowledge about the specialized field of "event management" and to become familiar with management techniques and strategies

Required for successful planning, promotion, implementation and evaluation of special events

**Course Objectives:**

1. To acquire an understanding of the role and purpose(s) of special events in Organizations.
2. To acquire an understanding of the techniques and strategies required to plan successful special events.
3. To acquire the knowledge and competencies required to promote, implement and conduct special events.
4. To acquire the knowledge and competencies required to assess the quality and success of special events.

**Course Format:**

The course is designed to facilitate a free exchange of ideas and information among students, the instructor and guest speakers experienced in the management of special events. To the extent feasible, students will be provided opportunities for direct observation of and hands-on involvement in the planning and staging of one or more special events.

**Course Requirements/Grading:**

Course requirements/assignments and criteria for grading will be discussed and determined during initial class meetings.

## **ASSIGNMENT GUIDELINES**

- 1. Plan & Conduct a Special Event**
- 2. Assist with a Special Event**
- 3. Special Event Case Study**
- 4. Special Event Master Plan**
- 5. Special Event Critique(s)**
- 6. Class Presentation**

Following are guidelines for suggested assignments for the course. Students are to undergo a combination of assignments that total 50 Marks

Cycle test (10 Marks)

Surprise test/Quiz (10 Marks)

Mini project (10 Marks)

Viva Voce (10 Marks)

Model Exam (10 Marks)

### **1. Plan & Conduct a Special Event**

This assignment involves the planning and carrying out of a special event during the semester. The activity level should entail total responsibility for the event and may be conducted under the auspices of an existing organization or independently. The assignment may be undertaken individually or as a group project. Students interested in selecting this assignment should prepare a brief proposal stating the type of event planned, purpose of the event, target audience, facilities/equipment needed, estimated costs and sources of income and time schedule for major tasks and activities.

### **2. Assist with a Special Event**

This assignment involves active involvement and participation in some aspect of an event that is being conducted by an agency or organization. It is not necessary to be involved during the entire course of planning and conducting the event but involvement should include participation in some specific aspect or phase of the event. One point of credit will be given for each hour of participation ranging from a minimum of 20 to a maximum of 50 hours. Students opting for this assignment should prepare a brief proposal identifying the organization sponsoring the event, a brief description of the nature of the event, name(s) of sponsoring organization personnel with who you will be working, a description of the work to be performed, beginning and ending duties of the period you will be involved with the event, and the estimated number of hours to be involved.

### **3. Special Event Case Study**

This assignment involves an in depth investigation of a major special event and a written report of the results of that investigation. The case study report should include a brief overview description of the organization and the event being studied, purpose of the

Event, description of the target audience, organizational and staffing arrangements, promotion and advertising, financial arrangements (expenses and sources of income), description of event's environment (location, areas, facilities, etc.). The report should be typewritten, double spaced, and between 6 and 8 pages in length.

#### **4. Special Event Master Plan**

Prepare a written master plan for a special event. The plan should be comprehensive and detailed including at a minimum the following information: title of the event, purpose and goals of the event, description of the target population, plans for marketing and advertising, detailed description of the nature of the event, organizational and staffing arrangements, financial arrangements (expenses and sources of revenue) and a schedule of major tasks and activities to be followed in planning and conducting the event.

#### **5. Special Event Critique(s) -**

Attend and observe a special event and conduct a critical analysis of what is observed. Prepare a 2 to 3 page written critique based on your observations.

#### **6. Article Review(s) -**

Prepare a 2 to 3 page written review of a magazine, journal or newspaper article dealing with some aspect of special event management.

#### **7. Class Presentation**

Prepare a presentation focusing on some aspect of special event management. The Presentation should be between 20 and 30 minutes in length. Group presentations may require more time. A one page proposal should be prepared setting forth the title of the presentation, a brief description of the purpose and focus of the presentation and identifying any equipment or resources that will be needed in making the presentation.

#### **8. Other**

The Coordinator will consider proposals for assignments other than those described above. A one page proposal describing the assignment and the amount of credit requested should be submitted for HOD approval.

**Course coordinator**  
**K.D.Balaji**  
**Asst prof/SG**  
**School of management**  
**SRM University**

MBN M658	RURAL MARKETING	L	T	P	C
		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:** Overview of Rural Marketing

6

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

**Unit II:** Rural Marketing management

6

Futures markets – Agricultural input – consumer durables – rural marketing strategies

**Unit III:** Marketing of farm products

6

Farm products – Transportation of farm products – grading – standardization – storage and warehousing

**Unit IV:** Processing

6

Market Information – Financing - market agencies and institution – marketing programs –Food processing and manufacturing

**Unit V:** Marketing systems

6

Traditional marketing systems – Market integration – effectiveness, cost and price – Training – research and agricultural marketing – Trade in agricultural products

Total:

30

**Book:**

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

MBN M660	INDUSTRIAL MARKETING	L	T	P	C
		3	0	0	3

**Objective:**

To expose students to industrial Markets.

**Purpose:** To train students to apply the theories of Industrial Marketing-A Business Marketing perspective-The industrial market-perspective on the Organisation buyer-Dimensions of Organisation buying-Organisational Buying Behaviour-Business Marketing intelligence-Segmenting the Organisational market-Organisational -Demand Analysis-Measuring Market Potential and sales Forecasting-Business Marketing Planning-Strategic perspective-Managing the Business Product Line-Business- Marketing Channels-Business Pricing Function-Advertising - Sales Promotion -Personal Selling Function Controlling industrial marketing strategy-Managing your customer service/sales profile-choosing your CRM Strategy-Tools for capturing customer information-Managing Relationships through conflict.

**Reference Books:**

- 1.Anderson, Customer Relationship Management, Tata Mc Graw Hill.
- 2.Daragh O-Reilly and Julian J Gibas, Building Buyer Relationships, Macmillan India Ltd.
- 3.Michael D Hutt and Speech T.V. Industrial Marketing Management, The Dryden Press.
- 4.Robert Dwyer F, Business Marketing, Mc Graw Hill
- 5.Robert & Reeder, Edward G.Brierty and Betty H.Reeder, Industrial Marketing: Analysis planning and control-Prentice Hall of India Ltd.



MBN M662	LOGISTICS & SUPPLY CHAIN MANAGEMENT	L	T	P	C
		2	0	0	2

To enable the students to understand the principles, practices and application in Logistics and supply Chain Management-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, Significance of Forecasting, Aggregate Planning Strategies, Inventory Models, Safety Inventory, procurement & Outsourcing Strategies, SRM and Strategic Sourcing-Variou 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 – 3 PL / 4 PL, performance Metrics in Supply Chain, risk management, CRM-The Frame work and four driving forces of Globalization, Risk management in Global Logistics, Containerization, Export-Import procedures in detail.

**Text Books and Reference Books List - Fine, and to be retained as such.**

1. David Taylor and David Brunt, Manufacturing Operations and supply Chain Management, Vikas Thomson Learning, 2001.
2. Philippe –Pierre Dornier, Global Operations & Logistics, John Wiley & Sons Inc. New York, 2002.
3. Monezka / Trend/ Handfield, purchasing and Supply Chain Management, Thomson South-Western College Publishing, 2000.
4. B.S.Sahay, Supply Chain Management for Global Competitiveness, Macmillan India Ltd., Delhi 2000.
5. David Hutchins, Just in time, Jaico Publishing House, Mumbai 2001.
6. David Simchi – Levi & Philip Kaminsk, Designing and managing the supply Chain, Mc Graw Hill Companies Inc, 2000.
7. Donald J. Bowersox & David J. Closs, Logistical Management, Tata Mc Graw Hill Editions, New Delhi, 2000.
8. Jermy F. Shapiro, Modeling and Supply Chain, Thomson Learning, 2001.
9. Martin Christopher, Logistics and Supply Chain Management, Financial Times Management, 2000.

<b>MBN M664</b>	<b>INTERNATIONAL 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 concepts of international marketing.

The concept of International Marketing – GLOCAL marketing – emerging opportunities in international marketing - WTO -Economic environment – International Marketing Research – Decision making process –market selection-Entering international markets – Product strategy = product quality – Building brands in international markets – pricing decisions -International logistics and distribution – Communication – Export Import Policies-International trade - risk management – Export procedure – documentation – Infrastructure – Emerging issues

**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-  
 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  
 Identifying and establishing brand positioning-positioning guidelines –Brand values-  
 Internal branding-Co branding-Corporate Branding-Brand Audit- Brand equity concepts-  
 integrated marketing communications and program to build brand equity-Brand  
 leveraging-Brand equity management system-Qualitative and Quantitative techniques for  
 measuring brand equity-The Brand product Matrix- Brand Hierarchy-Designing a Brand  
 Strategy –Brand extensions- Reinforcing Brands-Revitalizing Brands- 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

**Reference Book:**

Brand Management text and cases - W.Mathur, Macmillan India

MBN M668	Web Enabled Marketing	L	T	P	C
		2	0	0	2

### 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. It should also prove particularly useful for practitioners wishing to update their e-marketing skills. Internet Marketing is arguably the most comprehensive topic to emerge so far on the subject of the internet and its impact on marketing. Applying the uses of the internet across a broad spectrum of marketing issues, it addresses how the internet can be used as more than just another promotion channel. It demonstrates how adoption of new technology and new techniques can increase the effectiveness of the marketing function.

### 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.

[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 III

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, [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.

### Unit IV

6

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.

## **Unit V**

**6**

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](#)
3. The Ultimate Website Promotion Handbook: A Step by Step Guide to Getting Page 1 Rankings with the Major Search Engines and to Making Money with Your Website (Paperback) by Chris Standing

MBN M670	STRATEGIC MARKETING	L	T	P	C
		2	0	0	2

**Objective:**

To understand marketing from the strategic point of viewpoint.

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

Environmental analysis – external – internal – strategic fit – market information –

intelligence-Strategic marketing decisions and choices - - Porter’s generic competitive

strategies – competitive position - Segmentation – targeting – positioning strategies –

Relationship strategies-Product innovation and development strategies – Branding

strategies – Service marketing strategies Unit IV: Pricing and distribution strategies –

Marketing communication strategies – E –marketing strategies-Strategy implementation

and control - Social marketing and corporate social responsibility.

**Book:**

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

<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 relations ship between the employee, employer, union and government.--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-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-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-Collective Bargaining – Concept, Features, Importance – Principles of Collective Bargaining – Forms of Collective Bargaining – Process of Negotiation during Bargaining - Worker’s Participation in Management – Concept, Objective – Forms of participation – Levels of participation – Functions of Joint Council – Condition necessary for effective working – Case Studies**

Text Books

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

MBN H669	Training & Development	L	T	P	C
		2	0	0	2

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.- 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 – 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 – 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-.

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.

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.

### **Reference Books:**

- 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



MBN H671	PERFORMANCE MANAGEMENT	L	T	P	C
		2	0	0	2

Objectives:

**This course will help the student to get exposure on Performance Management. Understand the different segments and issues relating to performance-Performance Management – Concept, Challenges – Theoretical Foundations of Performance Management – Learning theories – Motivation theories – Performance Management Systems – Case Studies-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-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-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-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**

Text Books:

- 4. Performance Management, Srinivas R.Kandula, Prentice Hall India**
- 5. 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>

**UNIT-I ORGANISATIONAL THEORY AND ITS ACTION .**

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 ORGANIZATIONAL DESIGN &STRATEGY.**

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 FUNDAMENTALS OF ORGANIZATION STRUCTURE**

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 sturture-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 OPEN SYSTEM DESIGN ELEMENTS**

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.

Current Challenges and Practices in Open system Design Elements. Google’s Global Ambitions-Tommy Hilfiger Toyota Motor corporation-Taking the Lead Volleswapen –Charles Corp

**UNIT-V INTERNAL DESIGN ELEMENTS.**

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- managingthe innovation Process-Innovation and Information Technology Current+Challenges and practices in internal Design Elenments.

Kelloys Rapid product innovation Fortaking innovation at 3m TNT-UK

Organization Theory and Design , Richard .L.Datt Vanderbilt university THOMSON

Ref: Organizational Theory , Design and Change  
Gareth R.Jones-Pearson.

MBN H652	LABOUR LEGISLATION	L	T	P	C
		3	0	0	3

Purpose

**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.**

Industrial Legislations

- 1. Factories Act, 1948**
- 2. Industrial Dispute Act, 1947**
- 3. Industrial Employment (Standing Order) Act, 1946**
- 4. Employee Provident Fund & Miscellaneous Act, 1952**
- 5. Trade Union Act, 1926**
- 6. Payment of Wages Act, 1936**
- 7. Minimum Wages Act, 1948**
- 8. Employee State Insurance Act, 1948**
- 9. Payment of Bonus Act, 1965**
- 10. Payment of Gratuity Act, 1972**
- 11. Workmen Compensation Act, 1923**
- 12. Maternity Benefit Act, 1961**
- 13. The Apprentice Act, 1961**

Text Books

- 1. Industrial Law, N.D.Kapoor**
- 2. Industrial Relations and Labour Laws, S.C.Srivastava, Vikas**

<b>MBN H654</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>

In the new age economy, organizations worldwide are beginning to take advantage of technologies to pursue a strategy with a broader reach. By capitalizing on the knowledge base, the enterprise is redefining the value added to its customers and stakeholders to achieve a competitive advantage.

Further, organizations are changing how they function on a day-to-day basis. It is no longer face to face but offset in time and space.

The course will expose to the students how knowledge management helps global corporations in:

- Creating a corporate knowledge-driven culture
- Developing knowledge workers through senior management leadership
- Delivering knowledge-based products and solutions
- Maximizing enterprise intellectual capital
- Creating an environment for collaborative knowledge sharing
- Creating a learning organization
- Delivering value based on customer knowledge
- Transforming enterprise knowledge into shareholder value

### **Course Syllabus**

- Introduction – 30 minutes
- Building a Global Strategy Around Knowledge Sharing – 30 minutes
- Identifying and integrating Technology – 30 minutes
- Leading a Knowledge-Driven Company– 30 minutes
- Knowledge-Sharing Bedrock: Building a Foundation of Trust – 1 Hour
- Stripping Management Control over Information– 1 Hour
- Build or Buy a Knowledge System—Custom-Made and Off-the-Shelf Solutions – 1 Hour
- Turning the IT Department into Something New– 1 Hour
- Encouraging the Flow of Knowledge – 1 Hour
- Letting Customers Guide – 1 Hour
- Recognizing Knowledge Sharing – 1 Hour
- Building the Critical Mass – 1 Hour
- Strategies for Building Communities – 1 Hour
- Creating Virtual Teams – 1 Hour
- Knowledge Based Products and Services – 1 Hour
- Practical Education: Letting the organization grow – 1 Hour
- Metrics: Outcomes from the Flow of Knowledge – 30 minutes
- Speculation for the Future – 30 minutes

MBN H656	Creativity & Innovation Management	L	T	P	C
		3	0	0	3

Objective:

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 -

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 – 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 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 – 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

### BOOKS

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-International Human Resource Management – Concept, Nature, Scope – Difference between IHRM & Domestic HRM – Developing IHRM strategies – Case Studies -Globalization & HRM – Stages in Internationalization of Business – IHRM Approaches – Cross Cultural Implications – Culture and Organization Performance – Case Studies -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 – Performance Management in International Organizations – Variables influences performance of expatriate – International Compensation management – Variables influences Compensation – issues in compensation – Case Studies-Repatriation – Concept – Benefits from Returnees – Challenges of Re-entry – Repatriation process – Managing Repatriation – International Industrial Relations – Nature & Approach – Case Studies

**Text Books**

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

MBN H660	ORGANISATION CHANGE & DEVELOPMENT	L	T	P	C
		2	0	0	2

Organizational Change – Concept, Framework – Perspective of Organizational Change – Factors determining Change – Dimensions of Change – Theories of Change – Forces of Change – Case Studies

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

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

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

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

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

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

**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>3</b>

## UNIT 1

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.  
 Experiomental method. Application of the method. Measures of central tendency and  
 dispersion. Correlation, Levels of measurement. Reliability and validity. Application in  
 test constrction.

Structure of neuron, nerve impulses, synapse and neurotransmitters. Central and  
 peripheral nervous system-structure and neural control of behaviour. Hemispheric  
 spectalisation. 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.)

Classical conditioning and operant conditioning. Modeling and observational learning.  
 Transfer of training. Learing 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.

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.

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).

#### REFERENCES:

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

MBN H668	COMPENSATION MANAGEMENT	L	T	P	C
		2	0	0	2

Objectives:

**This course will help the student to get exposure on Compensation Management. Understand the different theories, legislations, schemes relating to the compensation management.**

Unit 1 6

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

Unit 2 6

**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 3 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 4 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 5 6

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

Total 30

Text Books

3. Compensation & Reward Management, B.D.Singh, Excel Books
4. Compensation, Milkovich & Newman, Tata McGraw Hill

MBN H670	STRATEGIC HRM	L	T	P	C
		3	0	0	3

#### Purpose

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

#### Unit 1

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 2

8

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

#### Unit 3

11

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 4

11

Training Methodologies – Management Development – Career Development – Succession Planning – Welfare & Health – Industrial Relations – Concept, Scope & Objectives – Changing Values & impact – Trade Unionism – Employee participation in management – Collective Bargaining – Grievance Procedure – Case Studies

#### Unit 5

8

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

45

#### Text Books

5. Strategic Human Resource Management, K.Prasad, Mac Millan
6. Strategic Human Resource Management, Tanuja Agarwal, Oxford
7. Strategic Human Resource Management, , Thomson Learning

MBN H672	LEADERSHIP	L	T	P	C
		2	0	0	2

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

#### Unit I

Meaning, definition and concept of leadership, qualities of leader - difference between leadership and Manager

#### Unit II

Theories of leadership-Types of leader leadership styles

#### Unit III

Leadership Ethics-Ethical theories - principles of ethical leadership-leadership in action

#### Unit IV

Leadership and values – leadership doing Right things –Leading across culture

#### Unit V

Power and Influence – power leadership influence tactics, women leadership concept and significance of women leadership-women employee and Manager.

#### **Reference:**

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

MBN H674	TEAM MANAGEMENT	L	T	P	C
		2	0	0	2

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. The student will also understand functions of various teams to improve organizational effectiveness. Students will also understand the formation of team management teams.

#### Unit. I

Meaning, definitions, concept of team –team work, team Management-role of team, objects, significance of team management.

#### Unit II

Communication in group and Team -Team communication performance strategies.

#### Unit: III

Team works and Team Building Motivation and problem solving skills for effective decision making.

#### Unit IV

Management of Teams – Strategies for managing Team conflict - different types of conflict - reasons for conflict

#### Unit V

Morale and decision making skills for effective team management –some Management insights for improving organization effectiveness.

#### **Reference:**

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

MBN H676	NEURO LINGUSTIC PROGRAMMING	L	T	P	C
		2	0	0	2

### **Objectives:**

To enable the participants realize that they have all the assets that they desire-To enable them to understand how one forms the experience so that they can respect the perception and therefore the behavior of others especially when it is different from theirs-To be able to read and calibrate the listeners so that their communication can be more effective to achieve the goals that they set out for-To be able to get into the ideal state of mind for whatever they are doing-To be able to use learning tools more effectively-To be able to handle stress and emotions more effectively and to motivate others using simple easy-to-understand principles.To be able to supercharge themselves quickly through self-hypnosis.

### **Unit-I:**

Quick view of NLP, Brain gymnastics, the effect of Music and Self-Hypnosis Communication Intrapersonal, interpersonal, verbal and nonverbal communication- Languages -Eye Accessing --Rapport –fames –Metaphors -Psychology of persuasion.

### **Unit-II:**

State of Mind -Thinking style Meta-programs Presuppositions.

### **Unit-III:**

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

### **Unit-IV:**

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

Colour Psychology.

### **Unit-V:**

Stress Management -Review of assignments.

### **The Facilitator**

**Dr. A. Abraham MD**, Director training, Mind masters, India, is a certified practitioner in Neuro - Linguistic programming, certified by the ANLP of London, a certified practitioner in Meta NLP and Master Practitioner in Meta NLP, certified by the International Society of Neuro Semantics and HIA NLP of Australia.

He believes that any training gets a quantum leap in its efficiency by empowering the participants with the realization that they have all the ingredients required for success and with the know how of how their mind works all they need now is to believe in themselves and in their dreams.

MBN O683	PROJECT MANAGEMENT	L	T	P	C
		3	0	0	3

Objectives:

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 problems-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-Planning-Project Objective-Work Break-down structure-Responsibility Matrix-Defining activities-Developing the network plan-Planning for Information system development-Project Management structures-Scheduling-activity duration estimates-project start and finish times-Schedule calculation-Scheduling for information systems development-Case study-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 structure – 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--Managing Risks-Risks identification-Risks Assessments-Risks recharge planning-Risks Monitoring-Feasibility-Technical Feasibility-Marketing Feasibility-Socio-Economic Feasibility-Managerial Feasibility and Function Feasibility-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.

Text Book:

- 1.Samuel J.Mantel JR., Jack R.Meredith, Project Management, Wiley India, Edition 2006.
- 2.James P.Clemats and Jack GIGO, Effective Project Management, Thomas South-Western.

Reference Book:

- 1.Larry Richman-Project Management step by step, PHI New Delhi,2008.
- 2.Santakki.V.C., Project Management, Himalaya Publishing House,2006.
- 3.Bhanesh M.Patel, Project Management, Vikash Publishing House Pvt Ltd, 2008.



MBNO 685	PRODUCTION PLANNING AND CONTROL	L	T	P	C
		2	0	0	2

**OBJECTIVE:**

To enable the students to understand the principles, practices and applications in production planning and control-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  
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-  
Types of Manufacturing Scheduling- Single machine sequencing- Inputs-Output control-- Forward and Backward scheduling- Techniques for sequencing- Optimized production –Technology-Quality characteristics- Quality Assurance-Quality and Reliability- Quality improvement- Management of Quality- Master Production-Scheduling(MPS) – Gantt chart- Production-Planning for repetitive manufacturing- for Process Industries (PP-PI).

**TEXT BOOK:**

PRODUCTION PLANNING AND CONTROL, Text and cases by S.K.MUKHOPADHYAY, 2<sup>ND</sup> EDITION PHI

**REFERENCES:**

- 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.

<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>

**PURPOSE:**

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

**INSTRUCTION OBJECTIVES :**

The students will be exposed to the importance of material function as a part of operations management.

The students will familiarize with purchasing storing requirement planning in detail.

**UNIT I INTRODUCTION TO MATERIALS MANAGEMENT 6**

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

**UNIT II WARE HOUSE MANAGEMENT 6**

Warehousing management, purchasing cycle, materials handling, vendor rating, contract management.

**UNIT III LEAGAL ASPECTS 6**

Legal aspects of buying, spare parts management, material requirement planning, capacity management.

**UNIT IV FORECASTING 6**

Forecasting, Product & Processes, Just-in-time manufacturing, TQM, Incoming material quality.

**UNIT V COST EFFECTIVENES AND PERFORMANCE MANAGEMENT 6**

Cost-effectiveness & performance management, material management information system, stores management, material management – Cases.

**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. Atta, Materials Management Procedures, Text and Cases, Prentice- Hall of India Private Limited, New Delhi, 2001.
6. P. Gopalakrishnan & A.K. Banergi, Maintenance and Spare Parts Management, Prentice Hall of India Private Limited, New Delhi, 2001.

<b>MBNO 689</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>

To enable the students to understand the principles, practices and application in Logistics and supply Chain Management.-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, Significance of Forecasting, Aggregate Planning Strategies, Inventory Models, Safety Inventory, procurement & Outsourcing Strategies, SRM and Strategic Sourcing-Variou 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 – 3 PL / 4 PL, performance Metrics in Supply Chain, risk management, CRM-The Frame work and four driving forces of Globalization, Risk management in Global Logistics, Containerization, Export-Import procedures in detail.

**Text Books and Reference Books List - Fine, and to be retained as such.**

1. David Taylor and David Brunt, Manufacturing Operations and supply Chain Management, Vikas Thomson Learning, 2001.
2. Philippe –Pierre Dornier, Global Operations & Logistics, John Wiley & Sons Inc. New York, 2002.
3. Monezka / Trend/ Handfield, purchasing and Supply Chain Management, Thomson South-Western College Publishing, 2000.
4. B.S.Sahay, Supply Chain Management for Global Competitiveness, Macmillan India Ltd., Delhi 2000.
5. David Hutchins, Just in time, Jaico Publishing House, Mumbai 2001.
6. David Simchi – Levi & Philip Kaminsk, Designing and managing the supply Chain, Mc Graw Hill Companies Inc, 2000.
7. Donald J.Bowersox & David J.Closs, Logistical Management, Tata Mc Graw Hill Editions, New Delhi,2000.
8. Jermy F.Shapiro, Modeling and Supply Chain, Thomson Learning, 2001.
9. 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>3</b>

Meaning of technology – Technology versus Technique – Technology Development – Technology Transfer - Technology lifecycle - Technological Environmental changes- Managing Research Function – Research & Development – Product life cycle – multistage decisions – R&D projects - creative process - influence of environmental trends on R & D-Designing & engineering – Simultaneous engineering – Product Liability and Safety – Product life characteristics curve – infant mortality – Human factors in engineering – value engineering-Flexible manufacturing systems - Synchronised manufacturing -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.

Text 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>3</b>

### OBJECTIVE:

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

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 and 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 – 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-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 – 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.

### **TEXT BOOK**

*World Class Manufacturing – A Strategic Perspective* – B .C .Sahay, KBC Saxena and Ashish Kumar, I edition, 2007 – McMillan India ltd,2000. Reprinted 2006.

### **REFERENCES**

*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.

*World Class Manufacturing* K.Shridhara Bhat

MBN O656	MAINTENANCE MANAGEMENT	L	T	P	C
		2	0	0	2

**Objectives:**

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

Unit I: Introduction 6  
 Objectives, Importance of Maintenance- Roles and responsibilities of maintenance professionals- Safety management- Productivity and maintenance

Unit II: Types of Maintenance 6  
 Scheduled maintenance – preventive maintenance – predictive maintenance – planned maintenance – corrective maintenance routine maintenance – inspection, lubrication, calibration and maintenance quality.

Unit III: Breakdown maintenance 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: Replacement analysis and spares management 6  
 Technical and financial factors for replacement – Methods of replacement analysis- salvaging spare parts procurement – warehousing and logistics management

Unit V: Emerging Trends 6  
 Emerging trends in maintenance management – Global scenario-Indian experience – need for maintenance training – Managing obsolescence.

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
- 3) Handbook of Quality Management – J M Juran.

MBN O662	AUTO INDUSTRY	L	T	P	C
		2	0	0	2

Hours: 30

**Unit 1: MARKET PLANNING & MARKET DEVELOPMENT FOR AUTO PRODUCTS (Hours: 6)**

- a. Analysis of Auto Business Environment
- b. Automotive Laws & Ethics
- c. Developing a Marketing Plan for Auto Products
- d. Sustainable Market Development in Auto segment- The way forward
- e. Case Study in Market Planning & Market Development:
  - i. Toyota - Market Plan for Innova
  - ii. Audi - Global Market Development Strategies

**Unit 2: PRODUCT MANAGEMENT (Hours: 6)**

- a. Introduction to Automotive Technology
- b. New Product Development Strategies for Auto Products
- c. Product Development, Market Development & Diversification Strategies in Auto Markets
- d. PLC Strategies for Auto Products
- e. Branding Auto Products & Managing Auto Brands
- f. Parts & Service
- g. Case Study in Product Management
  - i. Maruti 800 - A dying Brand?
  - ii. BMW - Lessons in Product Development

**Unit 3: CHANNEL MANAGEMENT (Hours: 8)**

- a. Definition of “Channel” in Auto Marketing
- b. Partner Management Models in Auto Industry
- c. Sales Management - Training & Development
- d. Dealership Sales Operations
- e. Automotive After-Marketing - The competitive Edge for Auto Brands
- f. Towards Multi-Brand Auto Retail - Examples from Developed Countries
- g. Case Study in Channel Management
  - i. Hyundai - Partners for Life
  - ii. Merc’s Global Partner Management Model

**Unit 4: PROMOTION MANAGEMENT (Hours: 5)**

- a. Advertising & Sales Promotion in Auto Markets
- b. Significance of Public Relations in Auto Marketing
- c. Role of Brand Ambassadors in Promotions
- d. Case Study in Promotion Management
  - i. Hyundai and SRK - Lessons in Brand Power
  - ii. Tata Nano’s ad - campaign

**Unit 5: RELATIONSHIP MANAGEMENT (Hours: 5)**

- a. Supplier Relationship Management
- b. Customer Relationship Management
- c. Case Study in Relationship Management

- i. Ashok Leyland - The Supplier Relationship Management Champion
- ii. Audi's eCRM Model



MBNO 666	Business Outsourcing	L	T	P	C
		2	0	0	2

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

Call centres – Evolution, Technology and Success factors.

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

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

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

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.

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<b>MBNS 675</b>	<b>SOFTWARE ENGINEERING AND 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>

### **Objectives:**

To understand on the scope and need of Software Engineering and project Management W.r.t. special reference.

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-  
 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-  
 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 -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 – OOHDMD – Design Metrics for Web Apps-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 .

### **Text Books:**

1. Roger S. Pressman, Software Engineering: A Practitioner’s Approach, Sixth Edition, McGraw – Hill

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

**Unit-1 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-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-2 Modeling & the Requirements discipline**

Requirement discipline-System Requirements-Models & modeling-Use case and Domain classes-Events and use cases-Problem Domain classes-Class Diagram-locations and the CRUD Matrix-Use cases, the Domain Model & Interaction planning-use case Modeling and Detailed Requirements-System Process-System Sequence diagram-State chart Diagram-Integrating object-Oriented Models.

**Unit-3 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.

**Unit-4 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-5 Implementation, Testing & Deployment disciplines**

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

**Text Books**

“Object-Oriented Analysis & Design with the unifies Process”, Satzinger, Jackson, Burd-Cenage learning –IInd edition, 2008

Object-Oriented Analysis & Design”-Mike O’Docherty, Wiley Pvt.Ltd.,

<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>

**Objectives:**

To enable the students to understand the technology of Business.

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 – 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 – 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 – 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 – 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.

**Text Books**

Bharat Bhasker, Electronic Commerce: Framework, Technologies and Applications, The Tata McGraw Hill Publishing Company Limited, New Delhi, Second Edition, 2006

<b>MBN S 681</b>	<b>DATABASE MANAGEMENT SYSTEM</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		2	0	0	2

**Objectives:**

To learn the Database Concepts, Database Models, Normalization, Structured Query Language and Data Warehousing Applications - An overview to DBMS, Database Architecture, .DBMS Functions, The Evolution of Data Models, Degrees of Data Abstraction. 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, 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 and Data base Design, Structured Query Language-DDL, DML, DCL, Advanced SQL-Set operators, Join operators, Sub Queries and Correlated Sub Queries, SQL functions, PL/SQL, The Database life cycle, Database design strategies, Transaction Management and concurrency control , Concepts of Object oriented Data base Management Systems - Data Warehousing-OLAP, Implementation. Data mining-Process and Applications, Basic concepts in Database Administration

**TEXT BOOKS**

1. Database Systems By Peter Rob, Carlos Coronel-Thomson publication 7<sup>th</sup> Edition - 2007
2. Database Management Systems By Ramon A Mata, Pauline K Cushman, Schaums's outlines-Tata Mcgraw hill Company
3. Relation Database Principles by Colin Ritchie, Thomson Learning – 2<sup>nd</sup> Edition
4. Database Management Systems by Rajesh Narang – Prentice Hall of India

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

Unit: 1

About Technical Writing-Introduction in technical writing-skills of a Technical writer-Documentation Types-Documentation Trones –Integrating DDLC with SDLC-planning the Project-Datamining the audience-writing-Reviewing the Documents.

Unit: 2

Post Writing Process-Technical editing-Inelening-Pstrurtone-style and standards-Good Documents-Quality and usability of Documents-setting the standards and style-Guidelines

Unit: 3

Structure of the Document-Organizing information-structuring the information-parts of a Document – Structuring various documents.

Unit: 4

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: 5

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

Test Book:

1. Technical writing –Sujitha Jayaprakash,Himalaya Publishing House
2. Technical Report writing today-Daniel G.Riordan & Steven E.Paulay,Dreamtech Press, New Delhi
3. Technical writing-B.N.Basu Prentice-Hall of India Pvt.Ltd., New Delhi.

<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>

The theory of Software Quality – introduction- Hierarchical models of quality – Measuring Software Quality – Developments in measuring Software Quality – the CASE for Tools & Methods – Quality Management Systems – The ISO 9000 serves of Quality Management standards – Models and standards for process improvement – case studies – Friends in Quality in the future.

#### BOOKS

1. Software Quality Theory & Management 2<sup>nd</sup> Edition 2003 Alan C Gillies.
2. Software Testing Principle & Practice Srinivasan Desikan Gopaldaswamy Ramesh Pearson Education Fourth Impression 2007.
3. Software Engineering Principles and Practices Rohit Khurana ITL ESL VIKAS PUBLISHING HOUSE PVT LTD. Reprint 2008.
4. Software Quality Management B.Chandramouli K.P.Pradipa CHARULATHA PUBLICATIONS First Edition March 2008.
5. Software Quality Management V.Karthika & C.H. Chandran CHARULATHA PUBLICATIONS First Edition 2003.

<b>MBN S658</b>	<b>SECURITY &amp; COMPUTER NETWORK</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>

Fundamentals of Data Communication - Transmission media - Networking Fundamentals  
- LAN - WAN- OSI Model & TCP/IP Suite - Data Transmission Networks - Wireless  
Mobile Communication - Fiber optics Communications - Security - Internet Architecture  
- Case Study

Reference Books:

1. Rajneesh Agraval & Bharat Bhashan Tiwari "Data Communication & Computer Networks", Vikas Publishing House Pvt Ltd, 2007 Edition
2. Dieter Gollmann," Computer Security", Willey India, Second Edition (2008)
3. Michael E. Whitman and Herbert J. Mattoro, "Principles of Information Security", Thomson Course technology, second edition (2007)



<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>

Current Design Trends - Balance of content and graphics – Web Design Application programs – Designing Interactive Non Linear Structure – Designing for Effective content and Efficient Delivery – Browser – HTML Tags & Formatting web pay Design with Tables – using Text in Tables – using graphic in Table page Design with Frames – Advanced Graphic Techniques – Multimedia Techniques.

**TEXT BOOK:**

1. Designing Interactive Web site, James L.Mohler, Jon M. Duff  
Publish by Delmar Cengage Learning 2000.

**REFERENCE BOOK:**

1. Introduction to web Design and Programming, Paul S wang  
Sanda.S. Katila, Publish by Thomson.
2. Web Design Technology D.P. Nagpal Publish by S.Chand.

MBN S662	<b>BUSINESS INTELLIGENCE</b>	L	T	P	C
		3	0	0	3

**Objectives:**

This course focuses on collecting, organizing and using data as an aid to making managerial decisions. Topics includes advanced regression analysis, analysis of time series, Forecasting, clustering, neural networks, relational data base Management

Systems, data mining, Decision support system and data ware housing- Overview of Business Intelligence, components of Business Intelligence, dataware housing, data mining, how is business intelligence different from information, algorithms, mind-set required for a business analytics profession-Concepts of data warehousing, online analytical processing, organizing for data ware housing, Multidimensional analysis, Pivot tables-applications., E-T-L (Extract, Transform, Load) concepts- 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, Neural Networks, Support vector methods, Vector methods, Web mining and text mining-Applications of Business Intelligence in Marketing, Finance, HR, Customer relationship management, E-CRM

**Reference books:**

1. Data mining – a tutorial based primer- Richard j.Roiger, Michael W.Geatz, Pearson Education
2. Managing strategic Intelligence Techniques and Technologies-MarkXU
3. Data mining- Concepts and Techniques-Jiawei Han, Micheline Kamber.

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IT in the Digital economy – Ethics in IT – Strategic IS for expenditure advantage – Transaction processing , Functional Application – CRM – Integration – IT Planning & Business Process redesign – Data Management – Implementing & Managing IT – Managing Information Resources and society – Impact of IT on organization, individuals & society.

1.Information technology for Management – Transforming organizations in the digital economy – Turban, Mclean, Jh Wetherbe – India - 4<sup>th</sup> edition 2001.

2.Information Technology project management – Kathy schwalbe – cengage learning – Fourth edition 2008.

3.IT strategy fro Business – Parag Kullarni, Pradip K. Chande – Oxford University Press – 1<sup>st</sup> edition 2008.

IT systems Management – Rich schiesser – prentice – hall of India private l