



**VIRUDHUNAGAR HINDU NADARS' SENTHIKUMARA NADAR COLLEGE**  
*(An Autonomous Institution Affiliated to Madurai Kamaraj University)*  
**[Re-accredited with 'A' Grade by NAAC]**  
**Virudhunagar – 626 001.**

**Course: Master of Business Administration (MBA)**  
*(For those who Join in June 2022 and after)*

**OBJECTIVES**

1. To provide the society with a steady stream of competent young persons with necessary knowledge, skills, values and attitudes to occupy positions of management and administration in business, industry, government and public systems.
2. To impart the students with relevant and latest knowledge from the field of management theory and practice.
3. To provide opportunities to the students to develop a strong foundation in functional skills.

**Course Scheme:**

**SEMESTER I**

Part	Subject	Hours	Credit	Int + Ext = Total	Local	Regional	National	Global	Professional Ethics	Gender	Human Values	Environment & Sustainability	Employability	Entrepreneurship	Skill Development	Subject Code	Revised / New / No Change / Interchanged & Percentage of revision
Core	Principles of Management	5	4	40+60=100				✓	✓					✓		<b>P22MSC11</b>	10% Change
Core	Organizational Behaviour	5	4	40+60=100				✓			✓			✓		<b>P22MSC12/ P19MSC12</b>	No Change
Core	Economics for Managers	6	4	40+60=100				✓				✓		✓		<b>P22MSC13/ P19MSC13</b>	No Change
Core	Accounting of Managers	6	4	40+60=100				✓	✓				✓			<b>P22MSC14/ P19MSC14</b>	No Change
Core	Business Statistics	6	4	40+60=100				✓	✓					✓		<b>P22MSC15/ P19MSC15</b>	No Change
SBE	Workshop on Life Skills	2	1	100+0=100			✓		✓						✓	<b>P22MSW11/ P19MSW11</b>	No Change



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**SEMESTER II**

Part	Subject	Hours	Credit	Int + Ext =Total	Local	Regional	National	Global	Professional Ethics	Gender	Human Values	Environment & Sustainability	Employability	Entrepreneurship	Skill Development	Subject Code	Revised / New / No Change / Interchanged & Percentage of revision
Core	Marketing Management	5	4	40+60=100				✓	✓					✓		<b>P22MSC21</b>	10% Change
Core	Financial Management	5	4	40+60=100				✓	✓				✓			<b>P22MSC22</b>	20% Change
Core	Human Resources Management	5	4	40+60=100				✓			✓			✓		<b>P22MSC23</b>	10% Change
Core	Operations Management	5	4	40+60=100				✓	✓					✓		<b>P22MSC24/ P19MSC24</b>	No Change
Core	Business Intelligence	4	4	40+60=100	✓	✓	✓	✓	✓					✓		<b>P22MSC25</b>	40% Change
SBE	Workshop on Managerial Skills	2	1	100+0=100			✓		✓						✓	<b>P22MSW21</b>	20% Change
NME	Non Major Elective Entrepreneurship	4	4	40+60=100			✓							✓		<b>P22MSN21/ P19MSN21</b>	No Change



<b>Subject code:</b> <b>P22MSC11</b>	<b>SEMESTER I</b>	<b>Total Contact hours : 75 hrs</b>
<b>Credits : 4</b>	<b>PRINCIPLES OF MANAGEMENT</b>	<b>Contact hours per week: 5 hrs</b>

**Course Outcomes:**

<b>CO1:</b>	Understand the key concepts of management and different management experts' views on new dimensions of management
<b>CO2:</b>	Able to plan and apply their creative mind in decision making leading to business success.
<b>CO3:</b>	Acquire knowledge on nature of organization and its contribution to business administration.
<b>CO4:</b>	Have leadership qualities and skills to be used in the development of the firm.
<b>CO5:</b>	know the requirements of effective control in the organization and involve in Corporate Social Responsibility

**Unit – I Introduction and Schools of Management 15Hours**

Management - Science or Art - Management and Administration - Skills of a manager - Efficiency and Effectiveness - F.W.Taylor - Henry Fayol - Elton Mayo's Hawthorne studies Douglas McGregor's Theory X, Theory Y, Theory Z - Peter Drucker - Emerging trend in management.

**Unit – II Planning 15Hours**

Nature - Planning premises - Steps involved in planning, Types, Methods  
**MBO:** Process, Merits and demerits of MBO - Modern Techniques of Decision making – Process - Creativity in Decision making – MBE (Management By Exception) – MBWA (Management By Walking Around)

**Unit – III Organising and Staffing 15Hours**

**Organisation** - Types, Principles of organisation, Steps- Organisation charts and manuals-  
**Delegation of authority** - Principles of effective delegation  
**Decentralisation:** Process - Authority & Power.  
**Departmentation:** Factors influencing departmentation, Types.  
**Span of Management:** Factors determining an effective span.  
**Staffing-** Selection process.

**Unit – IV Directing 15Hours**

**Direction** – Elements - Importance – Principles – Techniques  
**Communication** –Types – Process – Barriers of effective communication.  
**Leadership** – Styles – Qualities - Role – Managerial grid.

**Unit – V Controlling 15Hours**

System and process of controlling - Requirements of effective controlling – Control Techniques - Budgetary control - Business Ethics – Importance – Concept & Need for social responsibility of business.

**Case studies:** Relevant case study (not exceeding 500words) in all units except Unit I to be dealt. Industry Exposure is to be provided by giving assignments based on Industrial Visit.



**Text Book:**

Dr.C.D.Balaji “Principles of Management”, Margham Publications, 2015.First Edition.

Unit – I	1.1 – 1.39 2.1 – 2.15 3.1-3.24
Unit – II	4.1 – 4.34 5.1-5.12 6.1 – 6.20
Unit – III	7.1 - 7.26 9.1 – 9.32 0.1 – 10.16 11.1 – 11.11 12.1 – 12.11
Unit –IV	7.1 - 7.26 9.1 – 9.32 10.1 – 10.16 11.1 – 11.11 12.1 – 12.11
Unit – V	7.1 - 7.26 9.1 – 9.32 10.1 – 10.16 11.1 – 11.11 12.1 – 12.11

**Reference Books**

1. Heinz Weirich, MarkV Cannice, Harold Koontz “Management” – A Global innovative and Entrepreneurial Perspective 14e McGraw Hill Education (India) Private Limited, 2014.Second Edition.
2. L.M.Prasad, Principles of Management,2015, Sulthan Chand & Sons-New Delhi.

**e-Resources**

1. URL of the resource 1 <https://corporatefinanceinstitute.com/resources/careers/soft-skills/hawthorne-effect/>
2. <https://www.simplypsychology.org/hawthorne-effect.html>
4. URL of the resource 2 <https://www.simplypsychology.org/hawthorne-effect.html>
5. <https://www.cleverism.com/management-by-walking-around-mbwa/>
5. URL of the resource 3<https://www.cleverism.com/management-by-walking-around-mbwa/>  
<https://slideplayer.com/slide/5785063/>  
<https://www.slidesalad.com/product/goleman-six-leadership-styles-powerpoint-template/>  
<https://www.youtube.com/watch?v=NNVZxTkiX1Y;>  
<https://www.youtube.com/watch?v=FIjiSZMUtXI>  
<https://nptel.ac.in/noc/courses/noc22/SEM1/noc22-mg42/>



Subject code: P22MSC12/ P19MSC12	SEMESTER I	Total Contact hours: 75 hrs
Credits : 4	ORGANISATIONAL BEHAVIOUR	Contact hours per week: 5 hrs

**Course Outcomes:**

COs	CO Statement
CO1	Make them understand the contextual perspectives of OB and its models
CO2	Create ability to apply appropriate learning theory and shape the employees' personality.
CO3	Provide suitable motivational technique and imbibe proper values in individual behavior.
CO4	Make them able to modify group behavior through conflict management.
CO5	Knowledge to handle stress and understand the need for organizational change and culture.

**UNIT I:**

**OVERVIEW OF BEHAVIOR MANAGEMENT**

**15 Hours**

Definition, Foundations of OB, Need & Scope of OB - Organisational Arrangements for OB – Evolution - Contemporary OB, Contextual Perspectives of OB, OB model.

**UNIT II:**

**INDIVIDUAL BEHAVIOUR**

**15 Hours**

Introduction, foundation of individual behaviour:

(a) **Personality:** Definition, The shaping of Personality, determinants, types, Personality trait theory.

(b) **Perception:** Definition, factors influencing perception, Perceptual Process

(c) **Learning:** Definition, Learning curve – Classical Conditioning, Operant Conditioning, Cognitive theory, Social learning theory.

**UNIT III:**

**INDIVIDUAL BEHAVIOUR**

**15 Hours**

(a) **Attitudes:** Definition, Nature & Components, formation of attitudes, Functions, Changing attitudes.

(b) **Motivation:** Definition, Nature, importance, Types, Theories – Maslow's, Herzberg, ERG.

(c) **Values:** Meaning, Types, Factors in value formation

**UNIT IV:**

**GROUP BEHAVIOUR**

**15 Hours**

(a) **Group:** Definition, Types of groups, Reasons to join in group, Stages of group development, Determinants of Group Behaviour. Group decision making- Approaches, Advantages and problems.

(b) **Conflict:** Definition, Functional & dysfunctional conflict, Process of conflict, Levels of Conflict, Conflict handling styles.



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## UNIT V:

15 Hours

(a) **Stress:** Meaning, Sources, Outcomes and Stress management techniques.

(b) **Organisational Culture:** Meaning, Cultural dimensions, Formation of culture, changing organizational culture.

(c) **Organisational change:** levels of change, Types, forces of change, Resistance to change, Change process.

**Case studies:** Relevant case study (not exceeding 500 words) in all units is to be dealt.

Industry Exposure is to be provided by giving assignments based on Industrial Visit.

### Text Books:

1. K.Aswathappa - Organizational Behavior - 12th Ed. – Himalaya Publishing House
2. L.M.Prasad – Organizational Behavior – 5<sup>th</sup> Edition (Reprint 2016), Sultan Chand & Sons

Unit – I	1-26
Unit – II	(a) 144-160 (b) 169-190 Textbook (2): (c) 137-147
Unit – III	(a) 224-231 (b) 256-269 Textbook (2): (c) 184-190
Unit –IV	(a) 363-389 (b) 450-474
Unit – V	(a) 339-354 (b) 613-633 (c) 649-667

### Reference Books:

1. Fred Luthans, 12<sup>th</sup> edition, Organizational Behavior, Tata McGrawhill.
2. Stephen P Robbins, 15<sup>th</sup> edition, Organisational Behavior.
3. Uma Sekaran, Organisational Behaviour- Text and cases, 2<sup>nd</sup> edition, Tata McGrawhill Companies
4. Robin Fincham, Peter Rhodes, Principles of Organizational Behavior, 4<sup>th</sup> edition, Oxford,
5. Jerald Greenberg, Robert A Baron, Behavior in organizations, 10<sup>th</sup> edition (Global edition) PHI.

### e- Resources:

1. <https://youtu.be/r2Xv9Am7PWQ>
2. <https://youtu.be/SheMhZeajyk>
3. [https://youtu.be/pjgdvp2f\\_cs](https://youtu.be/pjgdvp2f_cs)
4. <https://youtu.be/qv3NKv2TqGE>
5. <https://youtu.be/xl287XuWBlo>
6. <https://youtu.be/MWsPO0qXRn8>



Subject code: P22MSC13/ P19MSC13	SEMESTER I	Total Contact hours : 90 hrs
Credits :4	ECONOMICS FOR MANAGERS	Contact hours per week: 6 hrs

**Course Outcome:**

COs	CO Statement
CO1	Adequate knowledge on the techniques and evolution of managerial economics
CO2	Enable them to perform demand analysis
CO3	Have the ability to formulate the production function and estimate relevant cost
CO4	Able to select suitable pricing strategy in various market structures
CO5	Understand and analyze macroeconomic conditions.

**Unit I: Introduction to Managerial Economics** **15Hours**

**Managerial Economics** - Definition – Nature and characteristics, Scope, Basic Concepts, Methods & Techniques - Interdisciplinary approach to Managerial Economics

**Unit II: Demand Theory** **15Hours**

**Demand** – Types of Demand – Determinants of Demand – Demand function – Law of Demand – Diminishing Marginal Utility - Elasticity of Demand and Types – Methods of Demand Estimation – Demand Forecasting – Law of Supply.

**Unit III: Production and Cost Functions** **20Hours**

**Production function and Theory** – Production with variable inputs: Law of Variable Proportions, Production Isoquant curve and curve properties – Return to scale.

Cost concepts – Cost classification – Cost Function – Short run and Long run cost functions – Economies and Diseconomies of scale - Economies of Scope.

**Unit IV: Theory of Pricing & Market Structure** **20Hours**

**Pricing** - Product pricing practices and strategies: Cost based pricing, Firm objective pricing, Competition based pricing, Product life cycle pricing, Cyclic Pricing, Multiproduct Pricing.

**Market Structure:** Features of Perfect competition, Monopoly, Monopolistic competition, oligopoly.

**Unit V: Macro Economic Analysis for Business Decision Making** **20Hours**

National Income – Concepts of National Income – Measurement of National Income – Difficulties in measurement of National Income - Circular flow of Economic Activities & Income

**Inflation** – Causes of Inflation – Measuring Inflation: PPI, WPI, CPI, COLI, SPI – Controls of Inflation: Monetary Policy & Fiscal Policy – Business Cycle: Phase of Business cycles, Effects of Business cycles – Controlling Business Cycles. – Concept of Multiplier and Accelerator.

**Case studies:** Relevant case study (not exceeding 500words) in all units except unit I to be dealt.

**Text Book**

Geetika, Piyali Ghosh, Purba Roy Choudhury., 2009 “Managerial Economics” Tata Mcgraw-Hill Education Private Ltd., New Delhi.

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<b>Unit I</b>	10 -21
<b>Unit II</b>	62 -82, 95 -97, 118 -120, 127 -135, 146 to 172.
<b>Unit III</b>	188 to 194, 202 to 203, 216 to 230, 239 to242.
<b>Unit IV</b>	255 to 257, 275 to276, 305 to 307, 323 to326, 382 to 398.
<b>Unit V</b>	434 to 437, 441 to456, 474 to 470, 479 to 481, 484 to 486, 494 to 501, 511 to 515.

**Reference Books:**

1. Dominick Salvatore, (2009) “Principles of Microeconomics”, Oxford International student edition, New Delhi.
2. Gupta.G.S. (2011) “Managerial Economics” Tata Mcgraw-Hill Education Private Ltd, New Delhi.
3. Manoj Kumar Mishra.,(2010) “Managerial Economics” Vayu Education of India, New Delhi.

**e- Resources:**

1. <https://youtu.be/wW3BfdZD4n4>
  2. <https://youtu.be/LwLh6ax0zTE>
  3. <https://youtu.be/HHcblIxiAAk>
  4. <https://youtu.be/iQrshdeQHWM>
  5. <https://youtu.be/ucJBO9UTmwo>
  6. [https://youtu.be/B\\_49lQxwMaM](https://youtu.be/B_49lQxwMaM)
  7. <https://youtu.be/A374ELBK7Cc>
  8. <https://youtu.be/XqA27kgR2xc>
  9. [https://youtu.be/CSSH0N\\_xcwo](https://youtu.be/CSSH0N_xcwo)
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<b>Subject Code: P22MSC14/ P19MSC14</b>	<b>SEMESTER I</b>	<b>Total Contact hours : 90 hrs</b>
<b>Credits: 4</b>	<b>ACCOUNTING OF MANAGERS</b>	<b>Contact hours per week: 6 hrs</b>

**Course Outcomes**

<b>COs</b>	<b>CO Statement</b>
<b>CO1</b>	Understand the fundamentals of management accounting
<b>CO2</b>	Able to prepare Journal, ledgers and Subsidiary Books.
<b>CO3</b>	Ability to analyze the financial statements
<b>CO4</b>	Able to prepare various budgets & understand the budgetary control techniques.
<b>CO5</b>	Able to determine marginal costing and perform break even analysis

**UNIT I****15 Hours**

**Management Accounting** – Meaning – Definition – Distinction between Financial accounting and Management Accounting - Scope of Management Accounting – Tools of management accounting – Limitations of Management accounting - Management Accountant- Functions & Duties of management accountant –Qualities of Management Accountant.

**UNIT II****21 Hours**

**Financial Accounting** - Accounting Principles- Accounting concepts – Accounting conventions – Journals- Subsidiary Books – Purchase book, sales book, purchase return, sales return (Theory Only) - Preparation of three column cash book and petty cash book under imprest system only- (Simple Problems)  
Ledger - Trial Balance – Final Account – Trading a/c – Profit & loss a/c – Balance sheet – (Simple problems)

**UNIT III****21 Hours**

**Financial statement Analysis** (Simple Problems)

**Ratio Analysis**

**Liquid ratios:** Current ratio, Quick ratio, Cash position ratio (absolute liquidity ratio)

**Profitability ratios:** Gross profit ratio, Net profit ratio, Operating profit ratio, Expenses ratios, Return on total assets (ROA)

**Turnover ratios / Activity ratios:** Inventory (stock) turnover ratio, Debtors turnover ratio, Debt collection period, Creditors turnover ratio, Working capital turnover

**Solvency Ratios:** Debt-equity ratio, Proprietary ratio

Fund flow statement - Common size statement – Comparative statement – Trend analysis – (Simple Problems without adjustments)

**UNIT IV****15 Hours**

**Budgeting** – Budget, Budgeting, Budgetary control - Objectives – Steps - Types of budget - Preparation of cash budget (Simple Problems) - Master budget: Zero Based Budgeting – Advantages & Limitations of Zero Based Budgeting.

**UNIT V****18 Hours**

**Cost** – Classification - **Marginal Costing** – Break Even Analysis- Assumptions – Advantages – Limitations – Break Even Chart - contribution – profit volume ratio – Margin of Safety-



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(Simple Problems). Application of Marginal Costing Techniques – Make or Buy Decisions – Shutdown or Continue – Selection of a Suitable Product Mix (Simple problems).

## 60% Problems and 40% Theory

**Case studies:** Relevant Case study in the form of application oriented problems.

### Text Book:

1. **A Text Book of Accounting For Management** - S N Maheshwari & S K Maheshwari, Vikas Publishing House Pvt Ltd., New Delhi, Second Revised Edition
2. **Management Accounting** – R S N Pillai & Bagavathi , S Chand Publishing, New Delhi
3. **Financial Accounting** – T S Reddy & Dr. A Murthy, Margham Publications, Chennai

Unit I	Text Book 1 – Sec 3	Chapter 1	3.1 – 3.10
Unit II	Text Book 1 – Sec 1	Chapter 2	1.17 – 1.23
		Chapter 3	1.38 – 1.51
		Chapter 4	1.57 – 1.68
		Chapter 5	1.88 – 1.102
		Chapter 7	1.146 – 1.197
Unit III	Text Book 1 – Sec 2	Chapter 1	2.1 – 2.49
		Chapter 2	2.62 – 2.81
	Text Book 2	Chapter 3	43 – 51
Unit IV	Text Book 1 – Sec 4	Chapter 1	4.1 – 4.47, 4.57-4.64
Unit V	Text Book 1- Sec 3	Chapter 3	3.33 – 3.40 , 3.47 - 3.55
	Text Book 2	Chapter 7	362 - 399

### Reference Books:

1. **Financial and Management Accounting** – T S Reddy & Y.Hari Prasad Reddy , Margham Publications, Chennai
2. **Management Accounting** - Khan and Jain – Tata Mc Graw Hill Publishing Co.Ltd, New Delhi (2006)

### e- Resources :

1. <https://www.youtube.com/watch?v=3TgqOL1Bdms> – Management Accounting
2. <https://www.youtube.com/watch?v=xWKfKcNqQAE> – Basic Concept of Accounting
3. <https://www.youtube.com/watch?v=76gMXQBnbps> – Ratio Analysis
4. [https://www.youtube.com/watch?v=pYSgMGoK\\_Jo](https://www.youtube.com/watch?v=pYSgMGoK_Jo) – Budgeting
5. [https://www.youtube.com/watch?v=i\\_7dxah6h3w](https://www.youtube.com/watch?v=i_7dxah6h3w) – Marginal Costing



Subject Code: P22MSC15/ P19MSC15	SEMESTER I	Total Contact hours : 90 hrs
Credits: 4	BUSINESS STATISTICS	Contact hours per week: 6 hrs

### Course Outcomes

COs	CO Statement
CO1	Able to tabulate and present data and calculate index number.
CO2	Understand the measures of central tendency & measures of dispersion.
CO3	Know the hypothesis testing under various conditions.
CO4	Ability to perform correlation and regression analysis.
CO5	Understand different non parametric methods.

#### Unit I

15Hours

**Statistics-** Introduction, scope, limitation & application.

**Presentation of data-** Classification & Tabulation, Graphical Presentation: Frequency curve, Frequency Polygon, Ogives, Histogram, Bar chart.

**Index Number** – Cost of Living index, Laspeyre's Index, Paasche's Index and Fisher's Ideal Index.

#### Unit II

20Hours

**Measures of Central Tendency-** Arithmetic Mean by Direct Method, Weighted Arithmetic Mean, Geometric Mean, Quartile, Median, and Mode.

**Measures of Dispersion-** Range, Mean Deviation, Variance and Standard Deviation, Coefficient of Variation.

#### Unit III

15Hours

**Probability-** Introduction & significance – Area of application, Subjective Probability, joint, Marginal, Conditional Probability, Independent, Dependent, Mutually Exhaustive And Complementary Events (Simple Problems) - Normal probability distribution (Theory Only).

**Forecasting-** Introduction, variations, Time series: Trend Analysis, Cyclical variation Seasonal, Irregular variations – Free Hand, Semi average and Moving average methods (Simple Problems).

#### Unit IV

20Hours

**Correlation analysis** - Measure of Linear Correlation - Spearman's Rank Correlation, Pearson Correlation - Regression analysis – Simple Linear Regression Equations (For two Variables).

#### Unit V

20Hours

Point Estimation- Interval Estimation -Desirable properties of point estimation

**Testing of Significance-** Z-test, t-test and F-test - ANOVA.

**Non-Parametric test:-** Chi square Test for Goodness of fit, Test for independence.

**Case studies:** Relevant Case study in the form of application oriented problems to be dealt.

#### Text Book:

Statistics for Management- T.N.Srivastava and Shailaja Rego by Tata McGraw Hill, New Delhi. (3<sup>rd</sup> Reprint 2009)

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Unit – I	1.2-1.9 3.1-3.11 17.2-17.7
Unit – II	4.3-4.18 4.20-4.54
Unit – III	5.2-5.28 13.2-13.8 13.38-13.41
Unit –IV	8.2-8.43
Unit – V	10.4-10.83 11.2-11.25

**Reference:**

1. Statistics Theory and Practice – R.S.N.Pillai and Bagavathi S.Chand Publication, New Delhi. (7<sup>th</sup> Edition, 2010 Reprint)
2. Fundamentals of Statistics – S.C.Gupta, Himalaya Publishing House, 7<sup>th</sup> Revised & Enlarged Edition.

**e- Resources:**

- 1) [https://youtu.be/nPM2GWi1\\_qM](https://youtu.be/nPM2GWi1_qM)
- 2) <https://youtu.be/EnRgYQRdSyw>
- 3) [https://youtu.be/k\\_uny4mac\\_E](https://youtu.be/k_uny4mac_E)
- 4) <https://youtu.be/HtkTVmnILY0>
- 5) [https://youtu.be/OYm6Vp3Wy\\_4](https://youtu.be/OYm6Vp3Wy_4)

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<b>Subject code:</b> P22MSW11/ P19MSW11	<b>SEMESTER I</b>	<b>Total Contact hours : 30</b>
<b>Credits :1</b>	<b>WORKSHOP ON LIFE SKILLS</b>	<b>Contact hours per week: 2 hrs</b>

Module	Unit Name	Hours	Topic	Exercise
1	Listening skills	1	The Art and Logic of Listening Effective Listening skills	1. Listening to video clip from any news channel 2. Listening to video clip of commentary of any sports
		1	<i>Live Projects – I</i>	
2	Non Verbal Communication	1	Introduction to Kinesics Kinesics: Gestures & Postures	1. Observing and Recording kinesics of 1 self profile chosen.
		1	<i>Live Projects – II</i>	
3	Verbal Communication a. Self Profiling	5	Introducing self The Place I stay My Parents My Siblings My Academics – My School My Academics – My College	1. Record on Self profiling of all listed 2. Presentation on Self profiling



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			Hobbies & Special Interests Sports & Games	
	<b>b. Personal Signposts</b>	6	My Favorite Leader My Favorite CEO My Favorite Brand - I My Favorite Brand - II The Advertisement I Like.	1. Record on Personal Signposts 2. Presentation on Personal Signposts
4	<b>Book Reading &amp; Presentation</b>	5	Book Reading and Presentation - Introduction - Book Talk - Book Summaries	1. Book reading and Presentation
5	<b>Comprehension Skills</b>	6	News Articles - Introduction - Comprehension skills	1. Three exercise preparation from 3 different fields of news

Record Note – All the exercises given under column heading exercise are to be recorded in the record note.

<b>Subject code:</b> <b>P22MSC21</b>	<b>SEMESTER II</b>	<b>Total Contact hours : 75 hrs</b>
<b>Credits : 4</b>	<b>MARKETING MANAGEMENT</b>	<b>Contact hours per week: 5 hrs</b>

**Course Outcomes:**

<b>COs</b>	<b>CO Statement</b>
<b>CO1</b>	Understand core competencies and growth of marketing.
<b>CO2</b>	CO2: Able to perform the segmentation of market.
<b>CO3</b>	Determine the stage of the Product life cycle
<b>CO4</b>	Have knowledge of different pricing strategies.
<b>CO5</b>	Involve themselves in new product development and green marketing

**Unit – I Evolution & Growth of Marketing**

**15Hours**

Marketing – meaning - What is marketed - Who markets - Fundamental concepts of marketing - The new marketing realities - Relationship marketing - Internal marketing - Performance marketing - Marketing management tasks - The value chain process - Core competencies - Contents of marketing plan - Updating the four Ps.

**Unit – II Market & Market Segmentation**

**15Hours**

Business markets - Buying situations – Types - participants in the business buying process - Stages – Bases for segmenting consumer markets - Criteria of effective segmentation – Packaging – Labeling - Warranties and Guarantees.

**Unit – III Brand & Promotions**

**15Hours**

Product life cycle-stages - Diffusion of innovation - Brand-role of brands-scope of branding-Marketing advantages of strong brands - Brand equity -Brand resonance model - Brand elements choice criteria - Brand communities - Brand extensions - Advantages of brand extensions - Choosing POP and PODs.

**15Hours**

**Unit – IV Pricing Strategies & Retailing**

Price – Steps in setting a pricing policy - Types-marketing channels - Push strategy - Pull



# VIRUDHUNAGAR HINDU NADARS' SENTHIKUMARA NADAR COLLEGE

(An Autonomous Institution Affiliated to Madurai Kamaraj University)

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strategy - Channel member functions - Channel design decisions - Major types of retailers- Recent developments in market logistics.

## Unit – V New Product Development & Sales Promotion, New Trends of Marketing 15Hours

The new product development decision process - The future marketing – Sales promotions-major decisions - Major customer promotion tools - Major trade promotion tools – Event Management & Sponsorships – Recent Trends - E-tailing, Green marketing - Digital marketing - Internet marketing-Social media marketing.

**Case Studies:** Relevant case study (not exceeding 500words) in all units except Unit I is to be dealt. **Industry Exposure is to be provided by giving assignments based on Industrial Visit.**

### Text book:

1. Marketing Management-Philip Kotler, Kevin lane, Abraham Koshy, MithileshwarJha- 14e- Pearson Publications 2014.

Unit – I	1-25
Unit – II	182-190, 212-235.
Unit – III	240-255.
Unit –IV	382-402, 414-431.
Unit – V	536-549, 567-573.

### Reference books:

1. Marketing Management- Ramasamy & Namakumari – 4<sup>th</sup> Edition, Macmillan India 2009.

### e- Resources:

- [https://studentzone-ngasce.nmims.edu/content/Marketing%20Management/Marketing\\_Management\\_ZO\\_SMLuTCjy.pdf](https://studentzone-ngasce.nmims.edu/content/Marketing%20Management/Marketing_Management_ZO_SMLuTCjy.pdf).
- <https://www.economicdiscussion.net/marketing-management/what-is-marketing-management/31788>.
- <https://www.businessmanagementideas.com/marketing-management/questions-and-answers/marketing-management-questions-and-answers/18322>.

<b>Subject Code: P22MSC22</b>	<b>SEMESTER II</b>	<b>Total Contact hours : 90 hrs</b>
<b>Credits: 4</b>	<b>FINANCIAL MANAGEMENT</b>	<b>Contact hours per week: 5 hrs</b>

### Course Outcomes:

COs	CO Statement
CO1	Understand the objectives and functions of finance manager and the concepts of profit maximization vs. wealth maximization.
CO2	Be able to calculate cost of capital.
CO3	Calculate earnings before interest and tax.
CO4	Ability to know the features of management of cash and receivables.



CO5	Learn features and theories of capital structure and dividend policy.
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**Unit I** **10 Hours**

**Financial management** – Definition –Objective – Profit maximization Vs Wealth maximization –Function of financial manager – Relationship between FM and other areas of management – Functional areas of Financial Management- Financial Decisions

**Unit II** **20 Hours**

**Sources of capital** - Long term and Short term sources.

**Hire Purchase** – Leasing - Capital market structure - Primary market - Secondary market – Debt and Equity market.

**Cost of capital** – Meaning, Importance, cost of debt and preferences - Cost of equity – Weighted average cost of capital (Simple Problems)

**Unit III** **20 Hours**

**Capital structure** – Forms – Importance – Factors determining Capital Structure – Theories of Capital Structure – Problems on EBIT – EPS Analysis

**Leverage Analysis** – Operational Leverage, Financial Leverage, Combined Leverage.

**Unit IV** **20 Hours**

**Working Capital management** – Definition and Concepts of working capital – Determinants of Working Capital - Computation of working capital requirement. (Simple Problems)

**Cash management** - Motives of holding cash - objectives of cash management. (Theory only)

**Receivables management** – Objectives - Credit policy, Credit terms, Collection policies (Theory only)

**Unit V** **20 Hours**

**Capital budgeting** – Techniques – Investment evaluation methods- Payback period -Average rate of return –NPV- Profitability Index (Problems on IRR to be excluded).

**Dividend policy** – Factors affecting dividend policy – Forms of dividend – Stock dividend and Stock split. (Theory only)

Recent trends in raising capital – Angel Investing – Venture capital.

**50% Problem and 50% Theory**

**Case studies:** Case studies in the form of application oriented problems to be dealt.

**Text Books:**

1. P.V.Kulkarni and B.G.Satyaprasad - **Financial Management – A Conceptual Approach** – Himalaya Publishing house (Fourteenth edition) – 2015.
2. M.Y. Khan and P.K.Jain - **Financial Management – Text, Problems and cases** - Tata McGraw Hill Publishing company Ltd., New Delhi (Fourth edition)
3. **Security Analysis and portfolio management** - Punithavathy Pandian - Vikas publications.

Unit I	Text Book 1	Chapter 4	57 - 64, 67 - 74
Unit II	Text Book 1	Chapter 17 Chapter 18 Chapter 23	411- 422 427 – 437 496 - 518

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Unit III	Text Book 1	Chapter 13 Chapter 21	367-385 467-481
Unit IV	Text Book 2	Chapter 13 Chapter 14 Chapter 15	13.4-13.5, 13.13-13.30, 14.2-14.5, 15.1-15.16
Unit V	Text Book 1 Text Book 2	Chapter 27 Chapter 30	561-592 30.1-30.15

**Reference Books:**

1. Prasanna Chandra - **Financial Management** - Tata McGraw Hill Publishing company Ltd., New Delhi.
  2. James C. Van Horne, **Financial Management** – Prentice Hall of India Pvt. Ltd, New Delhi.
  3. I.M.Pandey, **Financial Management** – Vikas Publishing House Pvt. Ltd.,
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<b>Subject code: P22MSC23</b>	<b>SEMESTER II</b>	<b>Total Contact hours : 75 hrs</b>
<b>Credits : 4</b>	<b>HUMAN RESOURCES MANAGEMENT</b>	<b>Contact hours per week: 5 hrs</b>

**Course Outcomes**

<b>COs</b>	<b>CO Statement</b>
CO1	Understand the characteristics and functions of HR Managers.
CO2	Able to perform job analysis, recruitment, and selection.
CO3	Ability to select appropriate methods of placement, induction, training and development.
CO4	Able to understand absenteeism, labour turnover, and job satisfaction.
CO5	Learn the work life quality and recent techniques in HRM.

**Unit – I****15 Hours**

**Introduction:** Human Resource Management - Definition - Characteristics - Functions - Managerial Functions, Operative Functions –scope - Role of a HR Manager - competencies of HR Manager

**Human Resource Planning:** Meaning, need, Objectives, Factors affecting HRP – steps in HRP process- (Demand forecasting - Supply forecasting), Qualitative aspects of HRP.

**Unit – II****15 Hours**

**Job Analysis:** meaning, contents, procedure, Job description-contents, uses, Job specification

**Recruitment:** meaning, features, factors affecting recruitment, sources - Internal and External recruitment

**Selection:** Selection process – Barriers to effective selection.

**Unit – III****15 Hours**

**Placement and Induction:** Objectives, Benefits, Induction procedure, contents.

**Training and Development:** Importance, identifying training and development needs, methods.





**Performance Appraisal:** Introduction, objectives, process, techniques of performance appraisal – problems

**Separation** – Methods – Challenges.

**Unit – IV**

**15 Hours**

**Absenteeism** – Meaning – Types – Causes – Measures to minimise absenteeism.

**Labour Turnover** – Meaning – Types – Effects of External Mobility – Controlling External Mobility.

**Job Satisfaction** – Meaning – Factors of Job Satisfaction.

**Morale** – Definitions – Importance – Individual and Group Morale – Factors Affecting Morale – Measurement of Morale – Morale and Productivity – Warning Signs of Low Morale – Maintenance of Morale – Improvement of Morale.

**Unit – V**

**15 Hours**

**Quality of work life** - Quality of Work life-Meaning - Specific issues in Quality of Work life-Quality of work life and productivity.

**Recent Techniques in HRM** - Employers Brand - Competency Mapping - HR matrix-Attitudes, Emotions-Business Process Outsourcing: HR Issues – Right size of Workforce - Knowledge Management - Learning Organisation.

**Case studies:** Relevant Case study (not exceeding 500words) in all units except unit I to be dealt.

**Industry Exposure is to be provided by giving assignments based on Industrial Visit.**

**Text Books:**

1. Priyanka Goel “Human resource management” Atlantic publishers and distributors(P) LTD, 2017
2. P.Subba Rao “ Personnel and human resource management” fourth edition, Himalaya publishing house

**Unit I:** Text book 1 – Chapters 1& 3

**Unit II:** Text book 1- Chapters 4 & 6

**Unit III:** Text book 1- Chapters 8, 9 & 14

**Unit IV:** Text book 2- Chapters 13, 18 & 19

**Unit V:** Text book 2- Chapters 30 & 33

<b>Unit – I</b>	Introduction: 1-21 Human Resource Planning:28-40
<b>Unit – II</b>	Job Analysis:41-53 Recruitment:63-68 Selection:69-74
<b>Unit – III</b>	Placement and Induction:88-92 Training and Development:94-106 Performance Appraisal:147-161
<b>Unit –IV</b>	Absenteeism:195-198 Labour Turnover:198-200 Job Satisfaction:263 Morale:262-270
<b>Unit – V</b>	Quality of Work Life:400-406 Recent Techniques in HRM:430-446



**Reference Books**

C.B.Memoria S.V.Gankar- Personnel Management text & Cases - Himalaya Publishing house, 2011

K.Aswathappa—Human Resource Management text & cases—Tata McGraw Hill Education Private limited, 7<sup>th</sup> edition

**e-Resources**

<https://youtu.be/qWv570bxjdU>

<https://youtu.be/HbuOdOSB2ZM>

<https://youtu.be/yVuLtdTL5IM>

<https://youtu.be/iBhTv2-VfRo>

<b>Subject Code:</b> P22MSC24/ P19MSC24	<b>SEMESTER II</b>	<b>Total Contact hours : 75 hrs</b>
<b>Credits: 4</b>	<b>OPERATIONS MANAGEMENT</b>	<b>Contact hours per week: 5 hrs</b>

**Course Outcomes:**

COs	CO Statement
CO1	Understand the responsibilities of Production Manager.
CO2	Able to design the plant layout and select suitable plant location.
CO3	Able to use the inventory control techniques.
CO4	Ability to make production planning and analyze the dimension of quality.
CO5	Learn the scrap and surplus disposal.

**Unit I: 15 Hours**

**Introduction** - Definition – Types of Production System – Characteristics of production system-Objectives and scope of production system- Responsibilities of production manager  
**Automation**- Definition, Need and Types, Automated production systems.

**Unit II: 15 Hours**

**Plant Location** – meaning, Factors affecting Location, Cost factor in location.  
**Plant Layout** – Principles, Types of facilities layout (Product, Process, Fixed position layout and Hybrid layout).  
**Purchase management** – Concepts of material management, Objectives of purchase department, Selection of suppliers.  
**Standardization** - Meaning, Benefits, **Codification**- Design of codification, Advantages

**Unit III: 15 Hours**

**Inventory management** – Meaning, objectives, and Types of inventories, Techniques (ABC Analysis, VED analysis and other models)  
**Inventory control:** EOQ method and EBQ method  
**Value analysis and values engineering**

**Unit IV: 15 Hours**

**Production planning**- Material requirement planning - Objectives, Capacity planning - Concepts  
**Quality control:** Definition, Dimension of quality, Benefits, Determinants, Control charts



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**Quality circle:** Meaning, Objectives and benefits, ISO- Objectives, Steps in implementation, JIT, TQM- Essentials,

**Unit V:**

**15 Hours**

**Method study:** Meaning, Steps. **Time and motion study-** Meaning, Charts & diagrams

**Maintenance management** – Objectives, Types. **Waste management-** Scrap and Surplus disposal

**Case studies:** Relevant Case study (not exceeding 500words) in all units except unit I is to be dealt.

Industry Exposure is to be provided by giving assignments based on Industrial Visit.

**Text Book**

1. N.V.Badi “A Text on production and operations management” first edition (2013), Vrinda publications (P) ltd.

Unit – I	(a) 1 - 15 (b) 18 - 25
Unit – II	(a) 31 - 43 (b) 48 - 59 (c) 67 - 85 (d) 130 - 131 (e) 131 - 132
Unit – III	(a) 91 - 98, 102 - 104 (b) 99 - 101 (c) 133 - 135
Unit –IV	(a) 148 - 158 (b) 166 - 179 (c) 182 - 185 (d) 144 - 145 (e) 188 - 191
Unit – V	(a) 201 - 203 (b) 203 - 219 (c) 226 - 229 (d) 234 - 235

**Reference Books:**

1. Prof. L.C.Jhamb “Production Operations management ” Everest publishing house 18<sup>th</sup> edition
2. Anil kumar.S. and Suresh.N “Production and Operation Management”2<sup>nd</sup> Ed., New Age International Publishers, New Delhi.
3. Richard B Chase, F Robert Jacobs, Nicholas J Aquila no and Nitin K Agarwal “Operations Management for Competitive advantages” 3<sup>rd</sup> Ed., Tata McGraw Hill – New Delhi.
4. Joseph G.Monks “Sahaum’s Outlines Operations Management” 2<sup>nd</sup> Ed., Tata McGraw-Hill, New Delhi.

**e- Resources:**

<https://youtu.be/nG5-52a5lRo>

[https://youtu.be/JNwsKJ\\_SXXI](https://youtu.be/JNwsKJ_SXXI)



Subject code: P22MSC25	SEMESTER II	Total Contact hours : 60 hrs
Credits :4	BUSINESS INTELLIGENCE	Contact hours per week: 4 hrs

**Course Outcomes:**

COs	CO Statement
CO1	Understand the concept and importance of decision support system and the framework for business intelligence
CO2	Able to determine the right phase of decision making
CO3	Learn data mining and data warehousing.
CO4	Acquire knowledge about the appropriate methodology of business performance management.
CO5	Learn proper technique in knowledge management.

**UNIT-I DECISION SUPPORT SYSTEM AND BUSINESS INTELLIGENCE**

**12Hours**

Changing business environment and computerized decision support - Managerial decision making - Computerized support for decision making – An Early frame work for Computerized Decision Support - The concept of decision support system - A frame work for business intelligence - A work system view of decision support.

**UNIT-II DECISION MAKING SYSTEMS MODELS & SUPPORT**

**12Hours**

Characteristics of Decision Making - Models - Phases of Decision Making Process - Intelligence Phase - Design Phase - Choice Phase - Implementation Phase.

**UNIT-III DATA MINING FOR BUSINESS INTELLIGENCE**

**12Hours**

Data mining: concept & application – Definition - Applications- Data mining process - Data warehousing – Definition - Characteristics of data warehousing - Data ware housing process overview - Data warehousing implementation issues - Real time data warehousing.

**UNIT- IV BUSINESS PERFORMANCE MANAGEMENT**

**12Hours**

Business performance Management overview- Strategize, Plan, Monitor, Act and Adjust - Performance measurement- BPM Methodologies – BSC (Balanced score card).

**UNIT- V COMPUTATIONAL TOOLS**

**12Hours**

MS – Excel - Statistical Tools (Correlation & Regression) - IF Condition, Pivot Table - Financial Tools (IRR, NPV) - Ms Access - Database & Table Creation - Query & Report Generation

**Cases Studies:** Relevant case studies (not exceeding 500words) in all units except unit I & II is to be dealt.

**Text Book:**

Decision Support and Business Intelligence Systems, 9<sup>th</sup> Edition by Efraim Turban, Ramesh Sharda, DursunDelen – Published by Pearson.

Unit – I	5-25
Unit – II	39-61
Unit – III	191-325
Unit –IV	339-361
Unit – V	Study Material



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**Reference book :**

1. Business Intelligence: Data Mining and Optimization for Decision Making (WSE) by Carlo Verellis- Wiley Publication, April 2009.

**e- Resources link:**

<https://youtu.be/114DipNd1n8>

<https://slideplayer.com/slide/6903188/>

<b>Subject code:</b> <b>P22MSW21</b>	<b>SEMESTER II</b>	<b>Total Contact hours : 30 hrs</b>
<b>Credits : 1</b>	<b>WORKSHOP ON MANAGERIAL SKILLS</b>	<b>Contact hours per week: 2 hrs</b>

Module	Unit Name	Hours	Topic	Exercise
1	Writing Skills	1	Self Review	SWOT
		3	Letter Writing Emails MS Word	Job Application Letter with Resume, Business Letter using Mail Merge – MS Word
2	Presentation Skills	2	Presentation Skills <ul style="list-style-type: none"> <li>• Presentation Process</li> <li>• Presentation Techniques</li> </ul>	Prepare a max. of 8 slides using all insert functions in MS –Power point
		2	JAM Session <ul style="list-style-type: none"> <li>• Introduction &amp; Steps in Preparation</li> </ul>	1 minute topic presentation
		3	Cue Cards <ul style="list-style-type: none"> <li>• Introduction, Steps in Preparation and Application</li> </ul>	Cue card preparation
3	News Assimilation Skills	4	Introduction to Note Making and Note Taking Current News <ul style="list-style-type: none"> <li>– An Introduction</li> <li>– Gathering News</li> <li>– Writing a News Article</li> <li>– Opinion Interview on News</li> </ul>	A news story is a factual, prose story for print or broadcast media about a person, place or event answering these five questions: who, what, when, where, why and how.
			Story writing <ul style="list-style-type: none"> <li>– News Lead</li> </ul>	One News Article preparation One Story Writing
4	Social Skills	1	Attitude on People, Event and Object	Report on People/Event/Object
		5	Grooming & Etiquette Work Etiquette, Telephone Etiquette, Dining Etiquette, E-Mail Etiquette, Meeting People	One exercise on all etiquette
5	Computational Skills	4	MS – Excel <ul style="list-style-type: none"> <li>• Statistical Tools (any 2)</li> <li>• Goal Seek, Scenario Manager, Vlook, Hlook, IF Condition, Pivot Table</li> <li>• Financial Tools (any 2)</li> </ul> Ms Access <ul style="list-style-type: none"> <li>• Database &amp; Table Creation</li> <li>• Query &amp; Report Generation</li> </ul>	Lab Exercises

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Record Note – All the exercises given under column heading exercise are to be recorded in the record note.

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<b>Subject code:</b> P22MSN21/ P19MSN21	<b>SEMESTER II</b>	<b>Total Contact hours : 60 hrs</b>
<b>Credits : 4</b>	<b>NON – MAJOR ELECTIVE ENTREPRENEURSHIP</b>	<b>Contact hours per week: 4 hrs</b>

**Course Outcomes**

<b>COs</b>	<b>CO Statement</b>
<b>CO1</b>	Understand the concepts of entrepreneur, his qualities and functions.
<b>CO2</b>	Gain insights about women entrepreneurship and rural entrepreneurship.
<b>CO3</b>	Understand family business and challenges in it.
<b>CO4</b>	Able to devise a business plan and decide upon the type of ownership.
<b>CO5</b>	Be able to choose the suitable institution to support their entrepreneurial activity.

**Unit – I Entrepreneurship****12 Hours**

Evolution of the Concept of Entrepreneur – Characteristics of a Successful Entrepreneurs – The Entrepreneurial Decision Process – Functions of Entrepreneur – Types of Entrepreneurs – Distinction between an Entrepreneur and a Manager.

**Unit II Women Entrepreneurship & Rural Entrepreneurship****12 Hours**

**Women Entrepreneurship:** Concept, Functions, Problems – Growth of Women Entrepreneurship in India - Developing Women Entrepreneurship - Limitation of Women Entrepreneurship.

**Rural Entrepreneurship:** Meaning, Need and Problems.

**Unit III Family Business****12 Hours**

**Family Business:** Introduction – Meaning – Types of Family Business – Family Business in India – Advantages & Disadvantages of Family Business – Major Challenges Faced by Family Business in India – Business Succession Planning.

**Unit IV Business Plan and Business Ownership****12 Hours**

**Business Plan** – Meaning - Contents of Business Plan – Formulation of Business Plan.

**Business Ownership:** Sole Proprietorship – Main Features. Partnership: Main Features, Advantages & Disadvantages.

**Unit V Institutional Support to Entrepreneurs:****12 Hours**

Need for Institutional support – National Small Industries Corporation Ltd., (NSIC) – Small Industries Development Organization (SIDO) – District Industries Centres (DIC) – Industrial Estates: Types, Objectives, Industrial Estate in India.

**Text Book:**

Dr.S.S.Khanka - Entrepreneurial Development – Revised Edition 2012 – Sultan Chand & Sons



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Unit – I	3 - 25
Unit – II	(a) 51 - 58 (b) 67 - 72
Unit – III	135 - 148
Unit – IV	(a) 303 - 306 (b) 356 - 358
Unit – V	403 - 412

**Reference Book**

1. Dr. C. B. Gupta, Dr. N. P. Srinivasan – Entrepreneurial Development – Revised Edition 2010 – Sultan Chand & Sons.
2. Robert D Hisrich, Michael P Peters, Dean A Shepherd – Entrepreneurship – Sixth Edition – TataMcGraw Hill Publications.

**E-Resources**

1. <https://youtu.be/TGqkbq2nLfo>
  2. <https://youtu.be/XdwhSkKmrU>
  3. <https://youtu.be/jmhuphKCCWM>
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**Course Name : Master of Business Administration**

**CHOICE BASED CREDIT SYSTEM**

(For those who join in June 2018 and after)

**Objectives**

1. To provide the society with a steady stream of competent young persons with necessary knowledge, skills, values and attitudes to occupy positions of management and administration in business, industry, government and public systems .
2. To impart the students with relevant and latest knowledge from the field of management theory and practice.
3. To provide opportunities to the students to develop a strong foundation in functional skills.

**Course Structure**





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Semester	Course Title	Hours	Credits	Int+Ext =Total	Local	Regional	National	Global	Professional Ethics	Gender	Human Values	Environment & Sustainability	Employability	Entrepreneurship	Skill Development	Subject Code	Revised / New / NoChange / Interchanged & Percentage of revision
III	Operations Research	5	4	40+60=100				✓	✓						✓	P19MSC31	Revised / 40%
	Workshop on Research Methodology	5	4	100 (internal only)			✓		✓				✓			P19MSW31	New / 100%
	Research Methodology	5	4	40+60=100				✓	✓							P19MSC33	No change
	Major Elective 1	4	3	40+60=100				✓	✓							Refer Elective Table	
	Major Elective 2	4	3	40+60=100				✓	✓							Refer Elective Table	
	Minor Elective 1	4	3	40+60=100				✓	✓							Refer Elective Table	
	Workshop on Employability Skills	3	1	100 (internal only)			✓						✓			P19MSW32	No change
IV	Legal Aspects of Business	6	3	40+60=100				✓	✓						✓	P19MSC41	New / 100 %
	Strategic Management	6	3	40+60=100				✓	✓						✓	P19MSC42	Revised / 60%
	International Business	6	3	40+60=100	✓	✓	✓	✓	✓						✓	P19MSC43	Revised / 100%
	Major Elective 3	4	3	40+60=100				✓	✓							Refer Elective Table	No change
	Major Elective 4	4	3	40+60=100				✓	✓							Refer Elective Table	No change
	Minor Elective 2	4	3	40+60=100				✓	✓							Refer Elective Table	No change
	Final Project & Viva -Voce	6 weeks	4	100+100=200			✓						✓			P19MSC4PV	No change (Timeframe only give for completion)



## SUMMARY

Sl. No	Semester	No of Course	Credits	Hours	Marks		
					I	E	Total
1	I	6	21	30	225	375	600
2	II	7	25	30	250	450	700
3	III	7	22	30	325	375	700
4	IV	7	22	30	250	550	800
5	<b>Total</b>		90	120	1050	1750	2800

## ELECTIVES GROUPS FINANCE ELECTIVES (EF)

Sl.No	Semester	Course Title	Subject Code	Revised / New / NoChange / Interchanged & Percentage of revision	Courses having focus on employability/ entrepreneurship/ skill development
1	3	Project Management	P19MSE31F	No change	skill development
2	3	Indian Capital Market	P19MSE32F	Revised / 100%	skill development
3	3	Investor Education & Protection Products	P19MSE33F	New / 100%	skill development
4	4	Banking Services Operations	P19MSE41F	No Change	skill development
5	4	Financial Services: Financing & Investing Solutions	P19MSE42F	New / 100%	skill development
6	4	Security Analysis	P19MSE43F	Revised / 100%	skill development
7	4	Workshop on Financial Accounting With Tally	P19MSE4FP	Revised / 20%	employability

## MARKETING ELECTIVES (EM)

Sl.No	Semester	Course Title	Subject Code	Revised / New / NoChange / Interchanged & Percentage of revision	Courses having focus on employability/ entrepreneurship/ skill development
1	3	Consumer Behavior	P19MSE31M	Revised / 100%	skill development
2	3	Advertising Management	P19MSE32M	New / 100%	skill development
3	3	Digital Marketing	P19MSE33M	New / 100%	skill development
4	4	Services Marketing	P19MSE41M	Revised / 100%	skill development
5	4	Retail Management	P19MSE42M	Revised / 100%	skill development
6	4	Workshop On Sales And Marketing Strategies	P19MSE4MP	New / 100%	employability



**HUMAN RESOURCESS ELECTIVES (EH)**

Sl.No	Semester	Course Title	Subject Code	Revised / New / NoChange / Interchanged & Percentage of revision	Courses having focus on employability/ entrepreneurship/ skill development
1	3	Human Resources Development	P19MSE31H	No Change	skill development
2	3	Industrial Relations	P19MSE32H	Revised / 100%	skill development
3	3	Training & Development	P19MSE33H	Revised / 100%	skill development
4	4	Counselling Skills For Managers	P19MSE41H	New / 100	skill development
5	4	Conflict and Negotiation	P19MSE42H	Revised / 20%	skill development
6	4	Performance Management	P19MSE43H	No Change	skill development

**SYSTEMS ELECTIVES (ES)**

Sl.No	Semester	Course Title	Subject Code	Revised / New / NoChange / Interchanged & Percentage of revision	Courses having focus on employability/ entrepreneurship/ skill development
1	3	Software Project Management	P19MSE31S	No Change	skill development
2	3	RDBMS/ Client Server Computing ( ORACLE )	P19MSE32S	No Change	skill development
3	3	Enterprise Resource planning	P19MSE33S	No Change	skill development
4	4	Data Mining and Data Warehousing	P19MSE41S	No Change	skill development
5	4	Networking Management and Information security	P19MSE42S	No Change	skill development
6	4	Web page Designing using PHP 6 & MySQL 5	P19MSE43S	No Change	skill development

**OPERATIONS ELECTIVES (EO)**

Sl.No	Semester	Course Title	Subject Code	Revised / New / NoChange / Interchanged & Percentage of revision	Courses having focus on employability/ entrepreneurship/ skill development
1	3	Purchase And Material Management	P19MSE31R	No Change	skill development
2	3	Supply Chain Management	P19MSE32R	No Change	skill development
3	3	Total Quality Management	P19MSE33R	No Change	skill development
4	4	Logistics Management	P19MSE41R	No Change	skill development
5	4	Business Process Management	P19MSE42R	No Change	skill development
6	4	Production Planning And Inventory Control	P19MSE43R	No Change	skill development



<b>Subject code: P19MSC31</b>	<b>SEMESTER III</b>	<b>Total Contact hours: 75</b>
<b>Credits : 4</b>	<b>OPERATIONS RESEARCH</b>	<b>Contact hours per week: 5</b>

**CO1:** Be able to solve the linear programming models.

**CO2:** Be able to make use of the transportation model.

**CO3:** Have ability to solve assignment models.

**CO4:** Able to generate scenarios using game theory in business.

**CO5:** Learn the techniques of network models.

#### **UNIT I**

**15 Hours**

##### **LINEAR PROGRAMMING:**

Linear programming- Essentials of Linear Programming Model- Formulation of Linear Programming- Solving LPP using Graphical Method- Solving LPP using Simplex method (Maximization Model only);

#### **UNIT II**

**15 Hours**

##### **TRANSPORTATION MODELS:**

Transportation Model - Initial solution using North West Corner, Least Cost and Vogel's Approximation methods; Balanced and Un-balanced Transportation problem- Maximization and Prohibited Routes problem - Optimal solution using Modified Distribution method (Only Non Degenerative Models)

#### **UNIT III**

**15 Hours**

##### **ASSIGNMENT MODELS:**

Assignment Problems-Balanced, Un-balanced and Restricted problems- Hungarian Method of solving assignment problem- Travelling Salesman problem

#### **UNIT IV**

**15 Hours**

##### **GAME THEORY:**

Game Theory – Pure and Mixed Strategies, Dominance principles, and application to business.

#### **UNIT V**

**15 Hours**

##### **NETWORK MODELS**

Network models – PERT (Project Evaluation and Review Technique), CPM (critical path method) – Network Path construction and Total time Calculation (Excluding Floats).

Provide Tutorial in TORA for all units.

**Case:** Relevant Case study in the form of application oriented problems to be dealt in all units.

#### **Text Books:**

1. Kanti Swarup, P.K .Gupta, Man Mohan, *Operations Research*. New Delhi: Sultan Chand & sons, 2017.

UNIT I – Chapters 2, 3& 4.

UNIT II – Chapter 10.

UNIT III – Chapter 11.

UNIT IV – Chapter 17.

UNIT V – Chapter 25.



**References**

1. Nita H.Shah., RaviM.Gor.,HardikSoni. *Operations Research*, Fourth Edition, Prentice Hall of India Learning private Limited.
2. Sharma.J.K. *Operations Research* Gurgon: Macmillan India Ltd, 2012.
3. ND Vohra., *Quantitative Techniques in Management*, IV edition Tata McGrawHill 2010.

<b>Subject code: P19MSW31</b>	<b>SEMESTER III</b>	<b>Total Contact hours: 75 hrs</b>
<b>Credits : 4</b>	<b>WORKSHOP ON RESEARCH METHODS</b>	<b>Contact hours per week: 5 hrs</b>

Module	Unit Name	Hours	Topic	Exercise
1	<b>Data Entry Tabulation and Descriptive statistics with SPSS</b>	3	Entering data into the data editor	<ol style="list-style-type: none"> <li>1. Naming numeric variables in variable view</li> <li>2. Entering data for grouped or categorical variable and naming grouped or categorical variable</li> <li>3. Naming qualitative variable in variable view and Entering data in data view</li> </ol>
		2	Editing and manipulating data	<ol style="list-style-type: none"> <li>1. Inserting a new variable</li> <li>2. Rearranging the order of variables in variable view</li> <li>3. Missing values</li> </ol>
		2	Editing SPSS output	<ol style="list-style-type: none"> <li>1. Editing SPSS output</li> <li>2. Copying a table</li> <li>3. Copying a graph</li> </ol>
		7	Descriptive statistics	<ol style="list-style-type: none"> <li>1. Calculation of Frequency</li> <li>2. Calculation of mean, median, mode, standard deviation and coefficient of skewness and kurtosis-raw data</li> <li>3. Calculation of mean, median, mode, standard deviation, skewness and kurtosis- discrete series</li> </ol>
2	<b>Diagrammatic Representation of Data</b>	7	Representation of qualitative data	<ol style="list-style-type: none"> <li>1. Construction of frequency table (cross tabulation)</li> <li>2. Construction of Pie Chart</li> <li>3. Construction of Bar chart for qualitative variables               <ol style="list-style-type: none"> <li>a. Simple</li> <li>b. Cluster</li> <li>c. Stacked</li> </ol> </li> </ol>
		5	Representation of quantitative data	<ol style="list-style-type: none"> <li>1. Construction of Line Graphs and Histogram for quantitative data</li> </ol>
3	<b>Parametric Test to</b>	2	One Sample	<ol style="list-style-type: none"> <li>1. Conduct a One sample t-test</li> </ol>



	<b>compare Means &amp; Non Parametric Test</b>	4	Two Sample	<ol style="list-style-type: none"> <li>1. Conduct an Independent sample t-test</li> <li>2. Conduct a Paired sample t-test</li> </ol>
		4	ANOVA	<ol style="list-style-type: none"> <li>1. Conduct an One way ANOVA</li> </ol>
		4	Chi Square	<ol style="list-style-type: none"> <li>1. Conduct a Chi Square Test               <ol style="list-style-type: none"> <li>a. Goodness of Fit</li> <li>b. Test for Independence</li> </ol> </li> </ol>
4	<b>Test of Association between Variables</b>	5	Correlation	<ol style="list-style-type: none"> <li>1. Conduct Pearson Correlation</li> <li>2. Conduct Spearman Correlation</li> <li>3. Conduct Kendall's Correlation</li> </ol>
		5	Regression	<ol style="list-style-type: none"> <li>1. Conduct simple Linear Regression (One dependent and One Independent variables)</li> <li>2. Construct a Scatter Plot</li> <li>3. Conduct Multiple Regression (One dependent and more than one Independent variables)</li> </ol>
5	<b>Pilot Study</b>	7	Questionnaire	<ol style="list-style-type: none"> <li>1. Identify a common market research problem</li> <li>2. Prepare the title for the research and decide objectives for the study</li> <li>3. Prepare the questionnaire for the study</li> </ol>
		5	Research Methodology	<ol style="list-style-type: none"> <li>4. Design the research methods for the above research problem               <ol style="list-style-type: none"> <li>a. Sampling Method</li> <li>b. Sample Unit</li> <li>c. Sample Area</li> <li>d. Sampling Frame</li> <li>e. Sampling Size</li> <li>f. Hypothesis</li> <li>g. Tools for analysis</li> </ol> </li> </ol>
		5	Data Collection & Data Analysis	<ol style="list-style-type: none"> <li>5. Collect data and perform data analysis to suffice the objectives</li> </ol>
		4	Research report Preparation	<ol style="list-style-type: none"> <li>6. Prepare a report in the format of research paper</li> </ol>
		4	Report Presentation	<ol style="list-style-type: none"> <li>7. Make a presentation of the research study highlighting the research methodology, analysis and findings.</li> </ol>

Record Note – All the exercises given under column heading exercise are to be recorded in the record note.

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<b>Subject code: P19MSC33</b>	<b>SEMESTER III</b>	<b>Total Contact hours: 60</b>
<b>Credits : 4</b>	<b>RESEARCH METHODOLOGY</b>	<b>Contact hours per week: 5</b>

**UNIT – I** **12 Hours**

Research meaning – Purpose – Types of research in social sciences – Steps in research– Identification, selection and formulation of research problem – Meaning and types of research design-Formulation of hypothesis and procedures for hypothesis testing.

**UNIT – II** **12 Hours**

Sources of data –Secondary and primary data-collection of primary data-Survey-Observation-Experimentation-Questionnaire in a survey-case study data-Merits and limitation.

**UNIT – III** **12 Hours**

Sampling techniques –Meaning of sampling-Sampling method-Probability and Non-probability sampling-Sample size-Sampling and Non sampling errors-Advantages and limitations of sampling. (Excluding Sampling distribution, Standard error and Statistical calculation there on).

**UNIT – IV** **12 Hours**

Data processing-Meaning-Different stages such as editing, coding-classifying-transcription and tabulation and analysis and interpretation-scaling technique-meaning-Need for and difficulties in measurement-types of scales-issues in scale construction (excluding test of sound measurement).

**UNIT – V** **12 Hours**

Research report-Meaning, importance and types of report-Layout of report-Contents-Principles of good report writing-Documentation-guidelines for writing foot notes and bibliography.

Text Book:

C.R.Kothari."Research methodology-methods and techniques"

- a. UNIT I - Chapter 1,2,3&9
  - b. UNIT II - Chapter 6
  - c. UNIT III - Chapter 4
  - d. UNIT IV - Chapter 5 for scaling initial part of chapter 7 excluding statistics part
  - e. UNIT V - Chapter 14.
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<b>Subject code: P19MSE31F</b>	<b>SEMESTER III</b>	<b>Total Contact hours: 45 hrs</b>
<b>Credits : 3</b>	<b>PROJECT MANAGEMENT</b>	<b>Contact hours per week: 4 hrs</b>

**Objectives:**

This Course imparts knowledge in detail regarding a new project proposal, like idea generator market Analysis, Demand Analysis and Risk analysis to make our project planning more efficient.

**Unit – I****9 Hours**

Capital Investment- Importance, Difficulties, Types Phases of Capital Budgeting Process, Facets of Project Analysis, Key issues in Project Analysis, Schematic Diagram of Feasibility study.

**Unit-II****9 Hours**

Generation and Screening of Project ideas: Generation of ideas, monitoring the Environment, Corporate appraisal, Scouting of project ideas, Preliminary screening, Project rating index

**Unit –III****9 Hours**

Market and Demand Analysis: Key steps in Market and Demand Analysis and their interrelationship. Characterization of the Market, Demand Forecasting Methods: Delphi method, Trend Projection Method, Exponential Smoothing Method, Moving Average Method, Chain Ratio Method, Consumption Level Method, End use Method

Uncertainties in demand forecasting, Environment Charge, Market Planning, Technical Analysis

**Unit- IV****9 Hours**

Risk Analysis of Investments: Source of risk, Measures of risk, Perspectives of risk. Sensitivity Analysis, Scenario Analysis, Best & Worst Case Analysis, Break Even Analysis, Hillier Model, Simulation Analysis, Decision Tree Analysis, Project Selection under risk.

**Unit-V****9 Hours**

Network Techniques for Project Management: Development of Project Network- Time Estimation- Determination of Critical Path Method- Scheduling when resources are limited- PERT Model, CPM Model- Network cost system

**Text book:**

Parsanna Chandra- Projects- Planning, Analysis, Financing, implementation and Review – 5<sup>th</sup> Edition, Tata Mc Graw Hill

Unit I - Chapter 1

Unit II - Chapter 3

Unit III - Chapter 4&5

Unit IV - chapter 11

Unit V - Chapter 22

**Reference Books:**

1. V.C. Sontakki Project Management Himalaya publishing House 2009.





<b>Subject code: P19MSE32F</b>	<b>SEMESTER III</b>	<b>Total Contact hours: 60 hrs</b>
<b>Credits : 3</b>	<b>INDIAN CAPITAL MARKET</b>	<b>Contact hours per week:4 hrs</b>

CO1: Understand investment and list various investment avenues.

CO2: Understand the way to place an issue in primary market.

CO3: Learn and understand the history of stock exchanges in India.

CO4: Able to interpret the method of Indices calculation and know various indices.

CO5: Explore the various roles of SEBI.

**Unit I: Introduction to investment, securities and investment planning 12Hours**

Investment – Speculation – Gambling and Investment – Investment objectives – Investment process – Investment planning – Securities market – Securities – Bond – Stock derivatives – Investment information – Financial planning and Investment planning – Investment avenues – Real Assets.

**Unit II: Primary Market 12Hours**

New issue market (Primary market) – Parties involved in the new issue – Placement of the issues – Pricing of new issues – Allotment of shares – Investor considerations – Investor protection in the primary market – Policy changes.

**Unit III: Secondary Market 12Hours**

History of Stock Exchanges in India – Functions of stock exchanges – Regulators – Stock Exchange members/Brokers – Investors – Trading – Settlement – Risk Management – BSE- NSE – OTCEI – MCX Stock Exchange Ltd.

**Unit IV: Stock Market Indices 12Hours**

Importance of indices – Computation of the stock index – Differences between indices – The BSE sensitive index SENSEX – BSE Sectoral indices – BSE mid cap and BSE small cap indices – BSE IPO index – NSE S&P CNX NIFTY

**Unit V: The Securities and Exchange Board of India 12Hours**

**SEBI:** Objectives, Functions, Organization of SEBI – Role of SEBI in primary market – Secondary market and SEBI – Mutual Funds and SEBI – SEBI and FII – Impact of SEBI.

**Case Studies:** Relevant case study (not exceeding 500 words) to be dealt in all units.

**Text Book:**

Punithavathy Pandian. *Security Analysis and Portfolio Management*: Vikas Publishing House Pvt Ltd, 2017.

Unit I : 1 & 2

Unit IV : 5

Unit II : 3

Unit V : 6

Unit III : 4

**Reference book**

1. Dr S Gurusamy. *Capital Markets*. New Delhi: Hill Publishing company Ltd; 2<sup>nd</sup> Edition.(2009)
2. Rajesh Chakrabarti, Sankar De. *Capital Markets in India*. Sage Publications Pvt. Ltd; 2010.



<b>Subject code: P19MSE33F</b>	<b>SEMESTER III</b>	<b>Total Contact hours:60 hrs</b>
<b>Credits : 3</b>	<b>Investor Education &amp; Protection Products</b>	<b>Contact hours per week:4 hrs</b>

CO1: Understand the nature and challenges of financial services.

CO2: Able to list various kinds of risks and give a suitable insurance.

CO3: Able to give a suitable life insurance policy.

CO4: Able to list the parameters of credit rating.

CO5: Understand the various derivatives products.

#### **Unit I**

**12 Hours**

**Financial Services:** Financial services – Introduction, Nature, Importance, Functions, Scope – Traditional and modern activities – Financial service companies – Challenges of financial services in India – Importance of marketing financial services.

#### **Unit II**

**12 Hours**

**Insurance:** - Meaning and definition of risk – Meaning of uncertainty – Classification of risks – Method of handling risks – Importance of risk management – Chart of risk management process – Risk management objective – Sources of risk – Risk identification – Principles of risk insurance management – Scope of Insurance management – Classification of Insurance – Essential elements of a contract of insurance.

#### **Unit III**

**12 Hours**

**Life Insurance:** Classification of life insurance policies: According to duration, Premium payment, Participation in profit, Number of persons assured, Method of payment of policy amount, Money back policy - Characteristics of Life insurance services – Objectives of life insurance marketing – Life insurance marketing mix – Elements and Scope. **Role of Insurance agents:** Meaning, Recruitment of agents, Training of agent, Duties, Code of conduct, Rights, Essential qualities – **IRDA:** Constitution of the IRDA, Objectives, Duties and Power, Role of IRDA in appointment of agents.

#### **Unit IV**

**12 Hours**

**Credit Rating:** Concept, Origin and development, Definition – Objectives – Features – Classification – Significance – Parameters for rating – Methodology of credit rating – Functions of credit rating – Benefits – Limitations – **Credit rating services in India: CRISIL, CARE, ICRA** – SEBI guidelines on credit rating agencies.

#### **Unit V**

**12 Hours**

**Derivatives:** Concept – Definition – Features – Origin and development – Importance – Limitation. **Financial derivatives:** Forward contracts – Hedging – Features of forward contracts – **Futures:** Settlement process – Features – Types of futures – Difference between forwards and futures. **Options:** Operations – American option vs European option – Types of option – Features of options.

**Case Studies:** Relevant case study (not exceeding 500 words) to be dealt in all units except unit I.

#### **Text Book:**

1. P.Periasamy. *Principles & Practice of Insurance*. Mumbai: Himalaya Publishing House, Mumbai 2017.



2. Suman Kalyan Chaudhury, Santanu Kumar Das, Chandra Sekhar Pattnaik. **Financial Services in India**. New Delhi: Global Academic Publishers & Distributors, 2017.

- Unit I : Text Book 1 - Chapters 1 & 2.  
 Unit II : Text Book 2 - Chapters 1,2,3, 7 & 8.  
 Unit III : Text Book 2 - Chapter 11, 18, & 35.  
 Unit IV : Text Book 1 - Chapters 15.  
 Unit V : Text Book 1 - Chapters 16.

**Reference book**

1. M Y Khan. **Financial Services**. New Delhi: Hill Publishing company Ltd;4<sup>th</sup> Edition.  
 2. Dr. S. Gurusamy. **Financial services and system**. New Delhi: Publishing company Ltd; 2<sup>nd</sup> Edition  
 3. E. Gordon & K. Natarajan. **Financial Markets and Services**. Mumbai: Himalaya publishing house;10<sup>th</sup> Edition(2018).

<b>Subject code: P19MSE31M</b>	<b>SEMESTER III</b>	<b>Total Contact hours: 60 hrs</b>
<b>Credits : 3</b>	<b>CONSUMER BEHAVIOUR</b>	<b>Contact hours per week: 4 hrs</b>

CO1: Understand the factors influencing consumer behaviour.

CO2: Able to list the elements of consumer perception.

CO3: Able to identify the factors influencing consumer belief, attitude and learning.

CO4: Able to identify the influence of personal factors and reference groups.

CO5: Understand the diversity of consumers in Indian market.

**Unit I:**

**12Hours**

Introduction-Need for understanding consumer behaviour-Consumer insight with example-Changing pattern of Indian consumer behaviour-General model of consumer behaviour-Micro factors Influencing consumer behaviour- cultural factors, social factors, personal factors, Psychological factors-The buying decision process.

**Unit II:**

**12Hours**

**Consumer Motivation:** The concept of motivation - Involvement of consumer - Dimensions of involvement, Involvement in marketing context, Purchase involvement, High involvement Buying, Low involvement buying, Degree of involvement. **Consumer perception:** Elements of perception: Sensation, just notice, Difference, subliminal perception, perceptual organisation, Dynamics of perception, Complexity in consumer perception, perceived price, perception of colors.

**Unit III:**

**12Hours**

**Consumer beliefs:** Popular consumer beliefs, Consumer feelings.

**Consumer Attitudes:** Characteristics of Attitudes,Methods to change Consumers' Attitude.

**Consumer Learning:** Elements of learning, marketing implications.

**Experiential Marketing:** Holistic vs unique selling composition, Characteristics, Experience, Tools for Managing Experiences.

**Unit IV:**

**12Hours**

**Effects of personal factors:** Effect of life cycle stages, occupation, Social Class, Life style on consumer behaviour- The New subculture.



**Influence of Reference Group:** Role, Patterns of influence, consumption Related Reference Group- Effect of Reference group on consumer Decision making.

**Unit V:**

**12Hours**

**Diversity of Indian Market:**Age group composition and their behavioural patterns Economics status Rural market: Special characteristics, classification and profile-**Changing India consumer Behavior:** Drivers of change- Consumer Trends-New Consumption Patterns.

**Case Studies:**Relevant case study (not exceeding 500words) to be dealt in all units.

**Text Book:**

Ramanuj Majumdar.*Consumer Behaviour:- Insight from Indian Market:* PHI Learning Pvt Ltd, 2010

Unit I :Chapter 1.

Unit II :Chapter 2&3.

Unit III :Chapter 4&5.

Unit IV :Chapter 7&8.

Unit V :Chapter 12&13.

**Reference book**

1. Michael R. Solomon. *Consumer Behavior*. New Delhi: Pearson Education Ltd;11<sup>th</sup> Edition.
2. Srabanti Mukherjee. *Consumer Behavior*. New Delhi: Cengage Learning India Pvt Ltd;2<sup>nd</sup> Edition(2013)
3. Micheal R.Solomon. *Consumer Behavior*. Noida: Pearson India Education Services Pvt Ltd; 2016.

<b>Subject Code: P19MSE32M</b>	<b>SEMESTER III</b>	<b>Total Contact hours: 60 hrs</b>
<b>Credits : 3</b>	<b>ADVERTISING MANAGEMENT</b>	<b>Contact hours per week: 4 hrs</b>

**CO1:** Able to list out the significance of advertising.

**CO2:** Able to design the advertising message content.

**CO3:** Ability to understand the influence of celebrity in advertisement.

**CO4:** Able to decide the right media for advertising.

**CO5:** Able to understand the ethics in advertising.

**Unit -1**

**12 Hours**

**Advertising:**Meaning-Features - Key players in the advertising industry-Significance of Advertising-Criticism advertising.

**Advertising as a communication tool:**Marketing communication- Advertising as a communication tool -Response hierarchy models – AIDA-FCB model of advertising strategy.

**Types of advertising:**Classification of advertising: According to geographical spread, According to target audience, what is being advertised, what are the Objectives, Types of advertising.



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**Unit -2**

**12 Hours**

**Advertising objectives:** Classification – Importance-Sales as an advertising objective-Setting Objectives-DAGMAR approach.

**Advertising message decision:** Message content-message structure-message format-message source.

**Creative side of advertising:** Copywriting-Advertising copy and its elements-Requirements of an effective copy-Types of advertising copies-Print copy principles-Radio copy principles-Television copy principles –Jingles – Illustrating-Layout.

**Unit -3**

**12 Hours**

**Celebrity endorsements:** Definition-Celebrity endorsements in India-Iconic and momentary celebrities-Reasons for using Celebrity endorsements-'Match-up'Hypothesis-Why Celebrity endorsements may not work-Disadvantages of Celebrity endorsements.

**MASCOTS:** Origin of the 'Mascot'-Use of mascots in Indian advertising-Why to use mascots-Issues to be considered in using mascots-Celebrity Vs Mascot.

**Unit -4**

**12 Hours**

**Types of media:** Newspapers-Magazines and journals-Radio advertising-Television advertising-Cinema advertising-Direct mail advertising-Outdoor advertising-Point of purchase advertising – Internet-Yellow pages-Product placements – Infomercials-Factors affecting choice of media.

**Online advertising:** Meaning-Types – Advantages – Disadvantages.

**Unit -5**

**12 Hours**

**Ethical issues in advertising:** Misleading claims-Reinforcing stereotypes-Use of sex appeal and nudity-Concealment of facts-Manipulative advertising-Portraying a particular body image-Advertisements directed at children-Ads with dangerous/hazardous actions-Surrogate advertising-Subliminal advertising–Puffery-Weasel claim-Determining what is ethical-Ethical checklist for advertisers.

**Case Studies:** Relevant case study (not exceeding 500words) to be dealt in all units.

**Text Book**

1. Ruchi Gupta, "Advertising principles and practice", Mumbai, 1<sup>st</sup> Edition-2012  
Unit 1 – Chapter 1, 3 &4  
Unit 2 – Chapter 6, 8 & 9  
Unit 3 – Chapter 11 &12  
Unit 4 – Chapter 14 &15  
Unit 5 – Chapter 19.

**Reference Books**

1. Tom Dunacan. *Adverting & IMC*. New Delhi: Hill Publishing company Ltd; 2<sup>nd</sup> Edition(2007)
2. Kruti Shah. *Advertising and Integrated Marketing Communications*. New Delhi: Hill Publishing company Ltd; Edition 2014
3. George E. Belch & Michael A. Belch. *Advertising and Promotion*. New Delhi: Hill Publishing company Ltd; 6<sup>th</sup> Edition.



<b>Subject code: P19MSE33M</b>	<b>SEMESTER III</b>	<b>Total Contact hours: 60 hrs</b>
<b>Credits : 3</b>	<b>DIGITAL MARKETING</b>	<b>Contact hours per week: 4 hrs</b>

**CO1:** Acquire knowledge about various elements of e-marketing.

**CO2:** Understand the need and importance of CRM.

**CO3:** Explore the various methods and techniques of online branding.

**CO4:** Able to device an e-commerce strategy for a given industry.

**CO5:** Ability to understand and use social media as a marketing tool.

**Unit I**

**12 Hours**

**E-Marketing:** The virtual world – The changing marketing landscape – The internet and business – E-marketing strengths and applications – E-marketing communication modes – Online marketing domains – The behavioral internet – Behavioral targeting – E-marketing and CRM – Types of digital marketing – The implications of digital change.

**Unit II:**

**12 Hours**

**Customer Relationship Management in a Web 2.0 World:** CRM – Need for CRM – Goals of CRM – CRM Processes – Role of CRM technology – CRM and the customer life cycle – Bonding for customer relationship – Key CRM applications.

**Unit III:**

**12 Hours**

**Online Branding:** Online branding – Consumer: The new influential constituency – Consumer based brand equity pyramid – Brand Experience: Establishing brand resonance and reinforcing brand salience, Creating brand identity and online domain names, Enhancing brand meaning, Reinforcing right brand responses, Foreign brand relationship.

**Unit IV:**

**12 Hours**

**E-Commerce:** Online distribution and procurement – Traditional distribution management issues – Fundamental advantages offered by the internet – The spiral of prosperity model – Online market places – Major e-commerce players in India today – e-commerce applications- Measuring e-commerce success.

**Unit V:**

**12 Hours**

**Social Media Marketing Strategy:** Strategic Planning and Social Media Marketing – Structure of a typical marketing plan – The social marketing plan outline – Social media campaigns: The strategic planning process.

**Text Book:**

1. Vandana Ahuja. *Digital Marketing*. New Delhi: Oxford university press; 2017.
2. Tracy L.Tuten, Michael R.Solomon. *Social Media Marketing*. Noida: Sage Publications India Pvt Ltd; 2016.

Unit I : Text Book 1 - Chapter 1.

Unit II : Text Book 1 - Chapter 4.

Unit III : Text Book 1 - Chapter 6.

Unit IV : Text Book 1 - Chapter 9.

Unit V : Text Book 2 - Chapter 2.

**Reference Book:**

1. Seema Gupta . *Digital Marketing*. Chennai: Tata McGraw Hill Publications; 2018.
2. Dave Chaffey, P.R.Smith. *Digital Marketing Excellence: Planning, Optimizing and Integrating Online Marketing*. Taylor & Francis; 2017
3. Ian Dodson. *The Art of Digital Marketing*. John Wiley & Sons; 2016

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<b>Subject code: P19MSE31H</b>	<b>SEMESTER III</b>	<b>Total Contact hours : 45 hrs</b>
<b>Credits : 3</b>	<b>HUMAN RESOURCE DEVELOPMENT</b>	<b>Contact hours per week: 4 hrs</b>

**Objective:**

This course aims at providing a conceptual framework on human resource development and practicing against the conceptual framework referred to with respect to enhancing their effectiveness in utilizing human resources.

**Unit I**

Nature & Concept of HRD – Objectives – Principles – Functions - Role & Responsibilities of a HRD manager - HRM and HRD - Challenges of HRD - HRD in India - Emerging Issues for HRD Professionals.

**Unit II**

Training & Development - Definition, Objectives, Identification of Training Needs - Training Process -Types & Methods of Training - Essentials of a Good Training Programme.

**Unit III**

Employee Coaching - Concepts and Definitions, Types, Process, Effective Coaching Techniques, Elements, Principles; Employee Counseling - Definitions, Theoretical Approach to Counseling Process; Mentoring - Characteristics, Dynamics, Role of a Mentor, Mentoring Life Cycle.

**Unit IV**

Career Planning - Nature, Characteristics, Objectives, Benefits; Career Development - Definitions, Principles, Theories, Strategies, Role of HRD in Career Planning and Development - Career Banding.

**Unit V**

Strategic HRD - Concept & Needs, Characteristics, Objectives, Strategic HRD Process, System.

**Textbook:**

1. HRD Theory & Practice-Tapomoy Deb, Ane Books Pvt Ltd., 2011.  
Unit I – Chapters 1  
Unit II – Chapters 3  
Unit III– Chapters 5  
Unit IV – Chapters 7  
Unit V – Chapters 12

**Reference**

1. Uday Kumar Haldar, “Human Resource Development” Oxford University Press, 2010, second edition.
2. P.C. Tripathi, “Human Resource Development”, Sultan Chand Publication, 2007.



<b>Subject code: P19MSE32H</b>	<b>SEMESTER III</b>	<b>Total Contact hours : 60 hrs</b>
<b>Credits : 3</b>	<b>INDUSTRIAL RELATIONS</b>	<b>Contact hours per week: 4 hrs</b>

**CO1:** Able to understand write various perspectives of labour management synergy.

**CO2:** Able to build good rapport with Trade Unions.

**CO3:** Able to resolve the industrial disputes by collective bargaining.

**CO4:** Implement grievance handling through workers participation.

**CO5:** Know the significance and impact of Industrial health and safety.

#### **Unit I**

**12 Hours**

**Industrial relation:** Meaning, Definition, Concept, Significance, Importance-Objective-Scope - Approaches -industrial relation system - Causes of poor industrial relations - Role of state; Management; Trade unions in maintaining Industrial Relations - Labour management synergy - Perspectives – Unitary, Pluralistic, Marxist, Weber, Gandhian, Dunlop, HRs'.

#### **Unit II**

**15 Hours**

**Trade union:** Meaning, Features, Objectives, Function, Importance - Reasons for joining trade union - Theories of trade union – Organization Structure of Trade Unions - Classification of unions according to purpose; membership structure – Functions relating to Union Members, Organization, trade union, society and Problems - Trade Unionism in India – Union movement in India – AITUC, INTUC, HMS, UTUC

#### **Unit III**

**12 Hours**

**Industrial Disputes:** Characteristics, Causes, Forms - Strikes, Lockout, Picketing, Gherao, - Machinery for Prevention and Settlement of Industrial Relation - Voluntary Methods

**Collective Bargaining:** Meaning, Definition, Scope, Objectives, Functions Principles, Tactics, Process, Techniques

#### **Unit IV**

**12 Hours**

**Grievances Handling:** Factors, Areas, Methods, Procedure, Principles of Guidelines for Grievance Handling.

**Participative Management:** Meaning, Definition, Concept, Philosophy.

**Worker participation in Management:** Objectives, Levels, Forms.

#### **Unit V**

**9 Hours**

**Industrial Health:** Definitions, Importance - Causes of Bad Health – Measures to improve health condition.

**Industrial Safety:** Meaning, Safety programme, Accidents - Meaning, Definition, Causes – Accident Prevention Programmes.

**Case Studies:** Relevant case study (not exceeding 500words) to be dealt in all units except unit I

#### **Text Books:**

1. Kavita Krishnamurthi. *Industrial Relation*. Global Academic Publishers; 2015.
2. B.Nandhakumar. *Industrial Relation Labour Welfare and Labour Laws*. Vijay Nicok Imprints Private Limited Edition.

Unit I - Text Book 1: Chapter 1





- Unit II - Text Book 1: Chapter 2  
 Unit III - Text Book 1: Chapter 5  
 Unit IV - Text Book 1: Chapter 6, 8  
 Unit V - Text Book 2: Chapter 10, 14

**Reference:**

1. CS. Venkataraman. *Industrial Relations*. Oxford University Press 2006.
2. CB. Mamoria & S.V, Gankar. *Dynamics of Industrial Relation*. Himalaya Publishing House: 2008.

<b>Subject code: P19MSE33H</b>	<b>SEMESTER III</b>	<b>Total Contact hours : 60 hrs</b>
<b>Credits : 3</b>	<b>TRAINING AND DEVELOPMENT</b>	<b>Contact hours per week: 4 hrs</b>

- CO1:** Able to recite the importance of training in organization.  
**CO2:** Able to perform training need analysis  
**CO3:** Have the ability to select the appropriate training technique.  
**CO4:** Able to list various skills of trainer.  
**CO5:** Able to evaluate a training using appropriate training method.

**Unit I Introduction to Training & Development 12 Hours**

Introduction – History of training – Definition – Difference between education and training – Distinction between training and development – Training and human resource development – Developing training programs – Role and responsibility of training – Scope of training – Significance of training – Need for training – Training objectives – Formulation of training policy.

**Unit II Training Need Analysis (TNA) 10 Hours**

Meaning of TNA – Need of TNA – General approach to TNA – Types of need analysis – Techniques for need analysis – Purpose of training need analysis – Training need analysis process.

**Unit III Training Techniques 11 Hours**

Methods of training: Cognitive method, Behavioral method – Effective training techniques: Instructor led training, Interactive method, Hands on training – Techniques of training – Outbound training – Types of training.

**Unit IV Trainer skills and styles 11 Hours**

Competence of trainer – Communication skill – Questioning skills – Body language and gestures – Handling difficult situations – Training skills – Self development.

**Unit V Evaluation of Training 16 Hours**

**Training Evaluation:** Meaning, Need and purpose, Objectives - Roles and responsibilities of evaluation of training – Methods of evaluation – Evaluation design – Levels of training evaluation – **Stages of training evaluation:** CIPP Model, CIRO Approach, Philip's evaluation approach – Training evaluation and validation options – Suggestions for evaluating training programmes – Ways to measure training effectiveness.



**Case Studies:**

Relevant case study (not exceeding 500words) to be dealt in all units except unit-I.  
At least 3 Training games to be conducted from text book 1.

**Text Book:**

1. Lalitha Balakrishnan, Gowri Ramachandran. *Training & Development*. Chennai: Vijay Nicole Imprints Pvt Ltd; 2015.

2. V.Renuka. *Training & Development*. Chennai: Margam Publications; 2016.

Unit I : Text Book 1 – Chapter 1.

Unit II : Text Book 2 – Chapter 2.

Unit III : Text Book 1 – Chapter 4.

Unit IV : Text Book 1 – Chapter 7.

Unit V : Text Book 2 – Chapter 9.

**Reference:**

1. Rolf Plynton and Udai Pareek. *Training for Development*. Vistaar Publications: 2007.
2. Irwin.L.Goldstein. *Training in Organisations*. Thomson: 2007.

<b>Subject code: P19MSE31S</b>	<b>SEMESTER III</b>	<b>Total Contact hours: 45 hrs</b>
<b>Credits : 3</b>	<b>SOFTWARE PROJECT MANAGEMENT</b>	<b>Contact hours per week: 4 hrs</b>

**Objectives:**

This course covers the features, methodology, processes which are implemented in creating the software.

**UNIT-1:** **7 hours**

**Introduction:** Introduction to Software Project management – overview of project planning (step wise project planning) – programme management and project evaluation

**UNIT-2:** **12 hours**

**Selection of an appropriate project approach** – introduction – choosing technologies – technical plan contents list – choice of process models - Waterfall Model, Prototyping Model, the RAD Model, Evolutionary Software Process Model (the Incremental Model ), Spiral Model, Concurrent Development Model, selecting the most appropriate process model

**Software effort estimation:** : Importance , Basic Principles, Cost Estimating (Types), Techniques and Tools, Problems with Cost Estimates, Cost Control, Earned Value Management.

**Estimation Techniques** : - COCOMO (Basic, Intermediate & complete COCOMO Model) - Halstead's Software Science - Putnam Model - Jensen Model

**UNIT-3:** **8 hours**

**Activity planning** – introduction – objectivities – when to plan – project schedules-projects and activities – network planning models – formulating network model – adding the time dimension – forward and backward pass - Risk management – introduction – categories – risk identification –risk assessment – risk planning



**UNIT-4:**

**9 hours**

**Resource allocation-** Importance – identifying resource requirements – scheduling resources – critical paths – counting the cost – publishing resource schedule – cost schedule – scheduling sequence - **Monitoring control** – introduction – framework – collecting the data-visualizing the progress- cost monitoring – earned value analysis, prioritizing monitoring – getting project back – change control

**UNIT-5:**

**9 hours**

**Managing people and organizing terms and quality**

**Quality Management :** Quality Planning, Assurance & Control, Leadership - Cost of Quality, Organizational Influences, Work Place factors & Quality, Maturity Models.

**Project Human Resource Management :** Managing People (Motivation Theories, Influences & power, Improving Effectiveness ), Organizational Planning, Staff Acquisition & Term Development.

**Text Book:**

1. Software Project Management – Bob hughes Mike Cotterell – Fourth Edition - Tata Mcgraw Hill

**Reference:**

1. Basic of Software Project Management : NIIT, PHI
2. P Gopalkrishnan & V E Ramamoorthy : Text Book of Project Management, McMillan

**Chapter List:**

- UNIT I: Text book 1 – Chapters 1, 2, 3  
 UNIT II: Text book 1 – Chapters 4, 5  
 UNIT III: Text book 1 – Chapters 6, 7  
 UNIT IV: Text book 1 – Chapters 8, 9  
 UNIT V: Text book 1 – Chapters 11, 12

<b>Subject code: P19MSE32S</b>	<b>SEMESTER III</b>	<b>Total Contact hours: 45 hrs</b>
<b>Credits : 3</b>	<b>RDBMS / CLIENT SERVER COMPUTING</b>	<b>Contact hours per week: 4 hrs</b>

**Objectives:**

This course covers the relational database concepts which are essential in working with back end.

**UNIT-1:**

**Introduction**

**8 hours**

Introduction – Purpose of DB system – Overall System Structure – Data Models – Why more Data models? - Types of Data Models – E-R Model: Entities & Entity sets- Relationships – Mapping constraints – Primary Keys – E-R Diagrams

**UNIT-2:**

**Relational Models**

**10 hours**

Relational Model – Scheme & relations – Relation Algebra – SQL Query language Relational database design – Phases of database design – Design principles: What should be modeled?; Unique representation of facts – Null values – Functional dependencies – Axioms for functional dependencies Normal forms based on functional dependencies



**UNIT-3:**

**Basic concepts in DBMS**

**9 hours**

Basic concepts of DB recovery- Concurrency control – DB security – Integrity & Distributed DB

ORACLE: Basic parts of SQL statements, - Creation of code through SQL Plus DDL, DML, TCL, DCL commands

**UNIT-4:**

**9 hours**

**Client/Server**

Client/ Server Computing – Overview - what is client/server computing, benefits – Evolution (h/w trends, s/w trends) - Client/Server Applications – Implementing Client / Server Computing

**UNIT-5:**

**Concepts of Client and Server**

**9 hours**

Client Hardware and Software – Client software products (GUI environments) – Client requirements - Server Hardware (benchmarks, categories, features) – Server Environment – Requirements – Data management and access tools

**Text Book:**

1. Database system concepts – Abraham Silberschatz, Henry F.Korth, S.Sudarshan -McGraw Hill international editions – fourth edition. 2001
2. Dawna Travis Dewire, "Client/Server Computing" McGraw Hill international editions.1993

**Reference:**

1. Database Management System –Raghu Ramakrishnan/ Johannas Gehrke – second edition
2. Database system concepts – C.J.Date

**Chapter List:**

- UNIT I: Text book 1 – Chapters 1, 2  
 UNIT II: Text book 1 – Chapters 3, 4, 7  
 UNIT III: Text book 1 – Chapters 6, 16, 17, 19  
 UNIT IV: Text book 2 – Chapters 1, 2, 3, 4  
 UNIT V: Text book 1 – Chapters 5, 6, 7, 8, 9, 11, 12

<b>Subject code: P19MSE33S</b>	<b>SEMESTER III</b>	<b>Total Contact hours: 45 hrs</b>
<b>Credits : 3</b>	<b>ENTERPRISE RESOURCE PLANNING</b>	<b>Contact hours per week: 4 hrs</b>

**OBJECTIVES**

- To understand the architecture of the ERP systems.
- To understand ERP models and information flows underlying the ERP software.
- To understand the linkages with organizational processes.
- To identify basic principles and issues behind the ERP system design and configuration.
- To understand issues involved in ERP implementation.

**UNIT I**

**9 Hours**

**INTRODUCTION**

Enterprise an Overview –Introduction to ERP-Risks of ERP-Benefits of ERP

**UNIT II**

**9 Hours**

**ERP AND RELATED TECHNOLOGY**

ERP and Related Technologies - Business Intelligence (BI) - E-Commerce and E-Business - Business Process Reengineering (BPR) - On-line Analytical Processing (OLAP) - Product



Life Cycle Management - Supply Chain Management (SCM) - Customer Relationship Management (CRM)

**UNIT III**

**9 Hours**

**ERP MODULES**

Business Modules of an ERP Package - Finance - Manufacturing (Production) - Human Resources - Plant Maintenance - Materials Management - Quality Management – Marketing-Sales, Distribution and Service

**UNIT IV**

**9 Hours**

**ERP IMPLEMENTATION**

Implementation Challenges - ERP Implementation (Transition) Strategies- ERP Implementation Life Cycle- Preimplementation Tasks- Implementation Methodologies- Training & Education

**UNIT V**

**9 Hours**

**ERP MARKET AND FUTURE**

ERP Market Place – ERP Packages – SAP AG, Oracle Corporation, PeopleSoft, JD Edwards, QAD Inc., SSA Global, Epicor, Etc.

**Text Books:**

Alexis Leon , “Enterprise Resource Planning”, Tata McGraw Hill, 1/e, 2003

- a. UNIT I – Chapter 1, 2,5,6
- b. UNIT II - Chapter 7,8,9,10,13,14,15,16
- c. UNIT III - Chapter 40,41,42,43,44,45,46,47,48
- d. UNIT IV - Chapter 19,20,21,22,24,31
- e. UNIT V – Chapter 49,50,51,52,53,54,55,57

**References**

1. Rahul V. Altekar “Enterprisewide Resource Planning, Theory and Practice”, Prentice Hall of India Private Limited., Fourth Edition, 2007

<b>Subject code: P19MSE31R</b>	<b>SEMESTER III</b>	<b>Total Contact hours: 45 hrs</b>
<b>Credits : 3</b>	<b>PURCHASE AND MATERIAL MANAGEMENT</b>	<b>Contact hours per week: 4 hrs</b>

**OBJECTIVES:**

This paper enhances the students knowledge on material management to meet out the operational and production activities of a industry.

**UNIT – I**

**MATERIALS MANAGEMENT:** Introduction – Functions of Management as Applied to Materials – Management of Material Resources - Objectives of Material Management – primary objectives – Secondary objectives – Achieving Objectives – Effects of Business Changes - Balancing of Objectives – Limitations to Meeting Objectives.

**INTEGRATED MATERIALS MANAGEMENT:** Introduction – Activities of Materials Management – Importance of Materials Department – Costs involved in the management of materials – Need for integrated concept – areas of materials management – Materials management and production control – Inspection of purchased items – Relative status of the



materials manager - Desirable qualities of purchasing and materials manager – Interdepartmental relationship – advantages of integrated materials management.

#### **UNIT – II**

**CLASSIFICATION AND CODIFICATION OF MATERIALS:** Need for classification and identification of materials – Classification of materials, general classification – Classification according to condition of materials – Nature of codification – Process of codification – Merits of codification – Demerits of codification – Codification systems: alphabetical system, numerical system, decimal system, combined alphabetical and numerical system, brisch system, Kodak system – Stores vocabulary – Marking of stores:- colour marking , secret marking.

**SPECIFICATIONS IN MATERIALS MANAGEMENT:** Objective of specifications – Collaborative development – Categories of specifications:- simple specifications, complex specifications – Development of specifications;- organizational approaches – Purchase management research – Writing specifications- Common Problems.

#### **UNIT – III**

**STANDARDIZATION AND VARIETY REDUCTION:** Definition of standard - Historical review – Three dimensions of standards – Different levels of standards – Various foreign standards in use in India – Procedure for evolving Indian standard – Benefits of standardization – Standardization and variety reduction in products:- advantages of variety reduction – Scope of variety reduction and standardization – Techniques of variety reduction:- sales contribution analysis, consumption analysis, renard series(preferred numbers) – The Three S's-Standardization, Simplification and Specialization:- standardization, simplification.

**MATERIALS PLANNING:** Importance of materials planning – Definition of materials planning – Flowchart for materials planning – Techniques of materials planning:- past consumption analysis, material requirements planning.

#### **UNIT – IV**

**STORES AND STORE KEEPING:** Objectives of store keeping – Functions of storekeeper – Features of successful store keeping – Relationship of store department with other departments – Benefits of store keeping – Stores organization – Location of stores – Layout of stores – Receipt section – Types of stores – Preservation of stores – Stock taking:- methods of physical stock verification.

**PRINCIPLES OF MATERIALS HANDLING:** Introduction:- Planning principles – Operating principles - Principles related with equipment – Principles of cost reduction – General Principles. – Classification of material handling equipment – Material handling equipment.

#### **UNIT – V**

**PRINCIPLES OF PURCHASING:** Introduction - Definition of purchasing – Objectives of purchasing – Duties and responsibilities of purchase department – Principles of purchasing – Special methods of purchasing – Centralized and Decentralized purchasing – Organizing for purchase.

**PURCHASING CYCLE:** Introduction – Purchasing Process – Terms and Conditions - Payment Terms.

#### **TEXT BOOK:**

MATERIALS MANAGEMENT TEXT AND CASES – A.K. CHITALE, R.C. GUPTA - Published by Prentice-Hall of India Private Limited, Delhi.

#### **CHAPTER LIST:**

UNIT – I           TEXT BOOK 1 – Chapter – 1, 2  
UNIT – II           TEXT BOOK1 – Chapter – 3, 4  
UNIT – III          TEXT BOOK 1 – Chapter – 5, 6



UNIT – IV TEXT BOOK 1 – Chapter – 8, 10

UNIT – V TEXT BOOK 1 – Chapter – 14, 15

<b>Subject code: P19MSE32R</b>	<b>SEMESTER III</b>	<b>Total Contact hours: 45 hrs</b>
<b>Credits : 3</b>	<b>SUPPLY CHAIN MANAGEMENT</b>	<b>Contact hours per week: 4 hrs</b>

**OBJECTIVE:**

To familiarize the students with the concepts of supplies pertaining to purchase, storage and issue of materials and stock maintenance of finished goods for the smooth functioning of industry.

**UNIT-1**

**Introduction of supply chain management:** What is a supply chain-The objectives of a supply chain-The importance of supply chain decision-Decision phases in a supply chain-process view of a supply chain.

**Supply chain performance: Achieving strategic fit and scope:** Competitive and supply chain strategies-Achieving strategic fit-Expanding strategic scope.

**UNIT-2**

**Supply chain drivers and metrics:** Drivers of supply chain performance-framework for structuring drivers-Facilities-Inventory-Transportation-Information-Sourcing-Pricing-Obstacles to achieving strategic fit.

**Designing distribution networks and applications to e-business:** The role of distribution in the supply chain-Factors influencing distribution network design-Design options for a distribution network-e-business and the distribution network-Indian agricultural produce distribution channels: ripe for revolutionary transformation-distributing networks in practice.

**UNIT – 3**

**Demand forecasting in supply chain:** The role of forecasting in a supply chain – Characteristics of forecasts – Components of a forecast and forecasting methods – Basic approach to demand forecasting – Time series forecasting methods – Measures of forecast error – Forecasting demand at Tahoe Salt – The role of IT in forecasting – Risk Management in forecasting – Forecasting in practice.

**Aggregate planning in a supply chain:** The role of aggregate planning in a supply chain – The aggregate planning problem – Aggregate planning strategies – Aggregate planning using linear programming – aggregate planning in excel – The role of IT in Aggregate planning.

**UNIT – 4**

**Transportation in a supply chain:** The role of transportation in a supply chain – Modes of transportation and their performance characteristics – Transportation infrastructure and policies – Design options for a transportation network – Trade offs in transportation design – Tailored transportation – The role of IT in transportation – Risk Management in transportation – Making transportation decisions in practice.

**UNIT – 5**

**Information technology in a supply chain:** The role of IT in a supply chain – The supply chain IT framework – Customer relationship management – Internal supply chain management - Supplier relationship management – The transaction management foundation



– The future of IT in the supply chain – Risk management in IT – Supply chain IT in practice  
– IT system selection processes-Indian approach and experiences.

**Coordination in a supply chain:** Lack of supply chain coordination and the bullwhip effect  
– The effect on performance of lack of coordination – Obstacles to coordination in a supply chain – Managerial levers to achieve coordination – Building strategic partnerships and trust within a supply chain – Continuous replenishment and vendor-managed inventories - Collaborative planning, forecasting, and replenishment (CPFR) – The role of IT in coordination – Achieving coordination in practice.

**Text book:-**

Supply Chain Management --- Sunil Chopra, Peter Meindl, D.V. Kalra – 3<sup>rd</sup> Edition, Published by Dorling Kindersley (India) Pvt. Ltd.

**Chapter lists:**

Unit – 1: Text Book 1 – Chapter – 1, 2

Unit – 2: Text Book 1 – Chapter – 3, 4

Unit – 3: Text Book 1 – Chapter – 7, 8

Unit – 4: Text Book 1– Chapter – 13

Unit – 5: Text Book1 – Chapter – 16, 17

<b>Subject code: P19MSE33R</b>	<b>SEMESTER III</b>	<b>Total Contact hours: 45 hrs</b>
<b>Credits : 3</b>	<b>TOTAL QUALITY MANAGEMENT</b>	<b>Contact hours per week: 4 hrs</b>

**OBJECTIVES**

- To introduce the students to the basic concepts of total quality management and how the focus of TQM has become so important for all companies in recent times.
- To familiarize the students to the Philosophy and Role of TQM in Revitalizing the Organisation.
- To Enable them to Acquire Requisite Diagnostic Skills and understand the Use of the Tools of TQM

**UNIT I**

**8 Hours**

**TOTAL QUALITY MANAGEMENT**

Defining Quality - Quality as a Management framework - Quality & Competitive advantage  
Quality Philosophies - Deming Philosophy, Juran Philosophy, Crosby Philosophy- Other Quality Philosophers - A.V. Feigenbaum, Kaoru Ishikawa, Genichi Taguchi  
Evolution of TQM - Definition of TQM - TQM Framework - Stages in TQM Implementation - TQM Roadmap

**UNIT II**

**10 Hours**

**QUALITY SYSTEMS**

Quality Management Systems - ISO 9000:2000- Benefits, Requirements, Implementation, Documentation, Internal Audit, Registration,  
Other Quality Management Systems - Six Sigma, CMMI, PDSA Cycle, Kaizen, Business Process Reengineering, Juran Triology





**UNIT III**

**9 Hours**

**STATISTICAL PROCESS CONTROL**

Pareto Diagram – Process Flow Diagram – Cause and Effect Diagram – Histogram – Check sheets – Scatter Diagrams

Control charts – Introduction – Variable control charts – Out of control process – Control charts for variables and attributes

**UNIT IV**

**10 Hours**

**QUALITY TOOLS**

Deming Wheel - Benchmarking - Seven QC Tools - FMEA -Poka Yoke - Five S - Quality Circle - Quality Function Deployment - Total Productive Maintenance - Force Field analysis - Tree & Matrix Diagram

**UNIT V**

**8 Hours**

**COST OF QUALITY**

Classification of failure cost ,Juran’s Model of optimum quality costs ,Analysis of External & Internal Failure costs - MalcomBaldrige National Quality Award

**Text Books:**

1. Dale H.Besterfield,Carol Besterfield, Glen H.Besterfield,Mary Besterfield , “Total Quality Management” Prentice Hall, 2003
  - a. UNIT I – Chapter 1, 2
  - b. UNIT II - Chapter 5, 10
  - c. UNIT III - Chapter 18
  - d. UNIT IV - Chapter 13, 15, 16
  - e. UNIT V – Chapter 7

**References**

1. Dale H.Besterfield,Carol Besterfield, Glen H.Besterfield,Mary Besterfield, “Total Quality Management” Pearson Education, 2003
2. R.K.Mittal, “Total Quality Management”, Vol I, II, III.,Rajat Publications, 1999.

<b>Subject code: P19MSW32</b>	<b>SEMESTER III</b>	<b>Total Contact hours: 45 hrs</b>
<b>Credits : 1</b>	<b>WORKSHOP ON EMPLOYABILITY SKILLS</b>	<b>Contact hours per week: 3 hrs</b>

Module	Unit Name	Hours	Topic	Exercise
1	<b>Industry &amp; Company Awareness</b>	4	Analysis of Industries	Group presentation on Industries (20 Minutes each group) - Record the PowerPoint Presentation
		4	Analysis of Companies	Group presentation of Companies (20 Minutes each group) - Record the PowerPoint Presentation
2	<b>Products, Services &amp; Personalities</b>	4	Analysis of Products and Services	Group presentation of Products & Services (20 Minutes each group) - Record the PowerPoint



				Presentation
		4	Analysis of Personalities	Group presentation of Personalities (20 Minutes each group) - Record the PowerPoint Presentation
3	<b>Case Presentation</b>	4	Case Analysis	Group presentation of Cases (20 Minutes each group) - Record the photocopy of case & PowerPoint Presentation
4	<b>Interview Skills I</b>	1	Resume Preparation	Prepare a model resume and Record it
		1	Aptitude Tests	Conduct an aptitude test with Verbal ability and Logical reasoning
		2	Group Discussion	Conduct a group discussion for 10 minutes – 2 GDs for each students
5	<b>Interview Skills II</b>	1	Personal Interview techniques	Conduct an Mock Interview with the finalized Aptitude and GD Score

Record Note – All the exercises given under column heading exercise are to be recorded in the record note.

<b>Subject code: P19MSC41</b>	<b>SEMESTER IV</b>	<b>Total Contact hours : 90 hrs</b>
<b>Credits : 3</b>	<b>Legal Aspects of Business</b>	<b>Contact hours per week: 6 hrs</b>

CO1: Able to perform environmental analysis of a business.

CO2: Able to analyze the economic, political & demographic environment.

CO3: Understand the Business ethics.

CO4: Able to ensure due diligence in business

CO5: Interpret the various elements of Companies Act.

**UNIT 1: 18 Hours**

**An Overview of Business Environment:** Types of environment; internal environment; external environment; micro environment; macro environment; classification of business; characteristics of business;

**UNIT 2: 18 Hours**

**Economic Environment:** Nature of the economy; structure of the economy; economic policies; economic conditions;

**Political And Government Environment:** Functions of state; economic roles of government;

**Demographic Environment:** Population size; falling birth rate and changing age structure; migration and ethnic aspects;



**UNIT 3:**

**18 Hours**

**Business Ethics**

The basic question of ethics – Reasons for studying ethics – Meaning – Business Ethics – Values in Business Ethics: Freedom, Justice, Responsibility, Trust, Progress, Prosperity, Sustainability, Rationality

**UNIT 4:**

**18 Hours**

**Due Diligence**

Due Diligence – Purpose – Scope – chapters of guidelines for multinational enterprises – Indicators of scale, scope and irremediable character - characteristics of due diligence – Due diligence process & Supporting measures.

**UNIT 5:**

**18 Hours**

**Indian Company Law:** Introduction; Companies Act 2013- a synoptic note; objectives of the companies Act: classification of companies; incorporation of company; Memorandum of Association; Articles of association; management and administration; board of directors; inspection, inquiry and investigation; winding of companies.

**Case Studies:** Relevant case study (not exceeding 500 words) to be dealt in all units.

**Text Book:**

1. Francis Cherunilam **Business Environment** Himalaya Publishing House, 2016.
2. OECD, **Due Diligence Guidance for Responsible Business Conduct**.
3. Business Ethics Lucjan Klimsza  
 Unit I: Text Book 1: Chapter 1 & 2.  
 Unit II: Text Book 1: Chapter 4, 5 & 7.  
 Unit III: Text Book 3: Chapters 1 & 6.  
 Unit IV: Text Book 2: Chapter 1 & 2.  
 Unit V: Text Book 1: Chapter 19.

**Reference book**

1. Justin Paul. **Business Environment**. New Delhi: Hill Publishing company Ltd; 3<sup>rd</sup> Edition.
2. K.Aswathappa. **Business Environment**. Mumbai: Himalaya publishing house; 13<sup>th</sup> Edition.

<b>Subject Code : P19MSC42</b>	<b>SEMESTER IV</b>	<b>Contact Hours Per semester: 90 hrs</b>
<b>Credits : 3</b>	<b>STRATEGIC MANAGEMENT</b>	<b>Contact Hours Per Week : 6 hrs</b>

**CO1:** Know an overview of strategic management.

**CO2:** Able to perform environmental analysis of the business

**CO3:** Able to identify the core competency of a business.

**CO4:** Have the ability understand various strategic alternatives.

**CO5:** Able to find the right growth strategy for any business.

**Unit I Strategic Management Process**

**18 Hours**

Strategy – criteria for effective strategy-forms and kinds of strategies - paradigm shifts that affect strategic management

**Strategic management:**-definition -historical development –need-benefits –strategic management process



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**Unit II External Environment Scanning and Industry Analysis**

**18 Hours**

Business environmental factors –Strategic management and environment analysis –Need for environmental analysis and diagnosis

**Industry Environment:** Market environment- Customer-Demographic factors-Geographic factors-Competitors- Michael Porter's approach to industry analysis

**Environment Scanning:**Key sources of information for environmental scanning – approaches to environment scanning- factors affecting the environmental scanning – scanning system- Environment Threat and Opportunity Profile (ETOP).

**Unit III Internal Environment Analysis**

**18 Hours**

**Resources and Capabilities:**Resources – Reasons for their value - Capabilities– Intellectual Capabilities

**Core competencies:**Building core competencies – criteria for determining core capabilities –

**Value Chain Analysis:** Primary activities supporting the value

**Strengths and weaknesses Analysis:**SWOT

**Competitive Strength Assessment:** Scanning, Forecasting and Other Data sources for SWOT

**Diagnosing corporate capabilities:** Functional Area profile and Resource Deployment Matrix – Strategic Advantage Profile

**Unit IV Strategic Analysis and Choice**

**18 Hours**

**Strategic Analysis:**Introduction- criteria for evaluating strategic alternatives- framework for evaluating strategic alternatives

**Matching stage corporate portfolio analysis:**Threats Opportunities Weakness Strengths(TOWS) matrix- Boston Consulting Group (BCG) matrix- GE nine cell matrix - Hofer's life cycle matrix

**Unit V Corporate Level Strategies**

**18 Hours**

**Growth strategies:**Takeovers or Acquisitions Strategy- Conglomerate Diversification- Vertical Integration-Joint Ventures

**Retrenchment strategies:**Turnaround Strategy- Captive Company Strategy- Transformation Strategy- Divestment Strategy – Liquidation Strategy.

**Case Studies:**Relevant case study (not exceeding 500words) to be dealt in all units except unit I

**Text Book:**

P.Subba Rao.*Strategic Management*. Himalaya Publishing House Pvt Ltd; 2017.

Unit I : Chapter 1.

Unit II : Chapter 2.

Unit III : Chapter 3.

Unit IV : Chapter 4.

Unit V : Chapter 7.

**Reference book**

1. N.Chandrasekaran & P.S.Ananthnarayanan. *Strategic Management*. New Delhi: India Oxford university;1<sup>st</sup> Edition(2011)

2.R.M.Srivastava & Shubhra Verma. *Strategic Management*. Delhi: PHI learning Pvt Ltd; 2nd Edition (2013)



3. Azhar Kazmi & Adela Kazmi. *Strategic Management*. New Delhi:Hill Publishing company Ltd; 4thEdition (2015).

<b>Subject code: P19MSC43</b>	<b>SEMESTER IV</b>	<b>Total Contact hours: 90</b>
<b>Credits : 3</b>	<b>INTERNATIONAL BUSINESS</b>	<b>Contact hours per week: 6</b>

**CO1:** Able to understand the theories of International trade.

**CO2:** Understand and analyze the Balance of Payments.

**CO3:** Explore the reasons for protection and trade integration.

**CO4:** Learn various ways of international financing.

**CO5:** Explore the impacts of globalization and importance of MNCs.

#### Unit I

**18Hours**

**Theories of International Trade:** Mercantilism – Absolute cost theory – Comparative cost theory – Opportunity cost theory – Factor endowment theory – Transportation cost & international trade – Competitive advantages of nations

#### Unit II

**18Hours**

**International Monetary system & Balance of Payments:** Pre-Bretton woods period – Bretton wood system – Managed Floatation – Balance of payments (BoP) – Components of BoP – Disequilibrium in BoP – Financing BoP deficit.

#### Unit III

**18Hours**

**Trade Policy & Trade Blocks:** Arguments of Free Trade - Arguments of protection – Demerits of protection – Trade Barriers – Types of integration – South South Cooperation – Indo Lanka free trade agreement.

#### Unit IV

**18Hours**

**International Investments:** Types of foreign investments – Significance of foreign investment – Limitations and Dangers of foreign capital – Factors affecting international investment - Growth and Dispersion of FDI – Cross border M&As and FDI – Evaluation of the New FDI policy and its impact.

#### Unit V

**18Hours**

**Globalization:** Stages of globalization – Essential conditions for globalization – Implications and impact of globalization – Globalisation of Indian business. **MNCs:** Importance and Dominance of MNCs – Code of conduct – Multinationals in India.

**Case Studies:** Relevant case study (not exceeding 500words) to be dealt in all units except unit I.

#### Text Book:

Francis Cherunilam. *International Trade and Export Management*. Mumbai: Himalaya Publishing House Pvt. Ltd; 2018.

Unit I : Chapter 2.

Unit II : Chapter 7 & 8.

Unit III : Chapter 4 & 5.



Unit IV : Chapter 13.

Unit V : Chapter 14 & 15.

**Reference book**

1. K.Aswhathappa.*InternationalBusiness*.Chennai:McGraw Hill Education (India) Pvt limited;2016.
2. C.Rakesh Mohan Joshi.*International Business*. New Delhi:Oxford University Press;2016.
3. P.Subba Rao. *International Business*. Mumbai: Himalaya publishing house;5<sup>th</sup> Edition.

<b>Subject Code : P19MSE41F</b>	<b>SEMESTER IV</b>	<b>Contact Hours Per semester: 45 hrs</b>
<b>Credits : 3</b>	<b>BANKING SERVICES OPERATIONS</b>	<b>Contact Hours Per Week : 4 hrs</b>

**OBJECTIVES**

To enable the students to appreciate the dynamic changes that have taken place in contemporary Banking operations over a period of time due to advancement of Technology,Globalization and Customer needs.

**UNIT I**

**9 Hours**

**INTRODUCTION TO BANKING SERVICE OPERATIONS**

The Changing Nature of Banking Operations – Importance of Customer Relationship Management in Banks – Different Types of Products and Services Offered to Customers – Role of Technology in Banking Operations – Bookkeeping and Maintenance of Accounts – The Need for Asset-Liability Management – Regulatory Framework for Compliance

Services Design and Delivery Strategies in Banks – Products and Services offered by Banks – Designing of New Products and Services – Response of Banks with Newer Services and Delivery Mechanisms – Delivery Strategies in a Bank – Designing of Service Quality – Steps to implement Delivery Strategies – Implications of Service Intangibility

**UNIT II**

**9 Hours**

**TRENDS IN ELECTRONIC BANKING**

Electronic Banking: Market Assessment – E-Banking: An Introduction – Internet: E-Commerce, E-Banking – E-Banking in India – Internet Banking Strategy – Risks in E-Banking

Recent Trends of IT in Banking – The Branch renaissance – The Migration to an Online Environment – Customer Relationship through Portals – The Digital Age of Banking

**UNIT III**

**9 Hours**

**FACILITIES MANAGEMENT**

Cost Reduction Exercise – Role of Technology – Significance of Computerisation in Banks – Finance Portals for the Banking Industry

Payment and Settlement Systems, RTGS and Clearing House – Emerging New Instruments – Risk Factors for Payments Systems – International Standards on Payment Systems – Role



and Concern of Central bank and Participants – Payment and settlement Systems in India – Real Time Gross Settlement – Developments in the Payment and settlement Systems – Clearing House

**UNIT IV**

**9 Hours**

**SERVICE QUALITY METRICS**

Core factors – Customer Relationship Management – Technical quality and Functional Quality – Role and Process Capability for Managing Services – Managing Service Delivery – ISO 9000 Certification in Banking Services

Improving Quality and Productivity – Banking Services: Technical Quality and Functional Quality – Determining What Satisfies the Customer – Customers' Perception of Banking Service Quality – Devising Quantitative Determinants – Non-Quantitative determinants – Quality by Design: Formulating a Suitable Standard – Quality Assurance – Improving Productivity and Performance

**UNIT V**

**9 Hours**

**RISK MANAGEMENT**

Introduction to Risk Management – What Risk is All About – Basic Purpose of Risk Management in Banks – The Process of Risk Management – Different Types of Risks in Banks – Overview of Enterprise wide Risk Management in Banks

Risk Management Strategies – Operational Risk Management Strategies – Financial Risk Management Strategies – Systemic Risk Management Strategies – Risk Limitation – IT Implementation Challenges

**Text Books:**

1. Banking Services Operations – The ICFAI University
  - a. UNIT I – Chapter 1, 2
  - b. UNIT II - Chapter 3,5
  - c. UNIT III - Chapter 6,8
  - d. UNIT IV - Chapter 9,10
  - e. UNIT V – Chapter 12,15

<b>Subject Code : P19MSE42F</b>	<b>SEMESTER IV</b>	<b>Contact Hours Per semester : 60 hrs</b>
<b>Credits : 3</b>	<b>Financial Services: Financing &amp; Investing Solutions</b>	<b>Contact Hours Per Week : 4 hrs</b>

CO1: Understand the role of merchant bankers in raising financing.

CO2: Able to know the process of raising finance through venture capital.

CO3: Able to understand the forms of consumer credit.

CO4: Able to list the types of credit cards.

CO5: Understand the mutual funds and suggest the right scheme.

**Unit I**

**12 Hours**

**Merchant Banking:** Concept – Scope of activities – Extended scope – Origin and development – Difference between merchant banker and commercial banker – Merchant



bank in India – Need and importance / Role – Functions of merchant banks – Services of merchant bankers – Categories of merchant banks – **Issue management:** Pre issue management activities, Post issue management activities – SEBI regulations for merchant bankers.

### Unit II

12 Hours

**Venture Capital:** Definition, Features – Objectives of investment – **The investment process:** Eligibility criteria for proposals, Screening of venture capitalist by the entrepreneur, Screening of entrepreneur and the proposal by the venture capitalist, Stages of venture capital financing, Types of finance provided by venture capitalist – Role of venture capital in an economy – Difficulties in Indian venture capital industry – Suggestion for improvement by Chandrasekhar committee – Regulatory framework for venture capital in India.

### Unit III

12 Hours

**Consumer Finance:** Meaning and concept, Definition, Features – Forms of consumer credit – Advantages & disadvantages of consumer finance – Individual credit rating – recent trends.

**Factoring:** Functions, Cost, Features, Modus operandi, Merits & demerits, Factoring in India – Forfaiting – Factoring vis-à-vis bill discounting.

### Unit IV

12 Hours

**Credit cards:** Meaning and features of plastic money – Credit card eligibility criteria – Particulars on the card – Parties to credit card – Visa and Master card – Networking for credit cards – Types of credit cards – New types of credit cards – Difference between credit and debit card – Advantages and disadvantages of credits cards – Future of credit card business in India.

### Unit V

12 Hours

**Mutual Fund:** The concept – Features – Nature and characteristics – Significance – Origin and development – Mutual funds in India – Benefits of Mutual fund – Mutual fund and capital market – Money market mutual funds and its features – Types of mutual fund schemes – Portfolio classification of mutual fund – other classification of mutual fund – New fund offer – Structure of mutual funds – SEBI guidelines.

**Case Studies:** Relevant case study (not exceeding 500 words) to be dealt in all units.

### Text Book:

1. Suman Kalyan Chaudhury, Santanu Kumar Das, Chandra Sekhar Pattnaik. *Financial Services in India*. New Delhi: Global Academic Publishers & Distributors, 2017.

Unit I : Chapter 7.

Unit II : Chapter 8.

Unit III : Chapter 9.

Unit IV : Chapter 10.

Unit V : Chapters 13 & 14.

### Reference Book:

1. Clifford Gomez. *Financial Market Institution and Financial Services*. New Delhi: Hall of India Pvt Ltd; 2008
2. Dr. R. Maria Inigo. *Financial Market and Services*. New Delhi: Regal publications; 2011





3. Dr. L.Natarajan. *Financial Market and Services*. Chennai: Margham Publications; 2<sup>nd</sup> Edition (2016).

<b>Subject code: P19MSE43F</b>	<b>SEMESTER IV</b>	<b>Total Contact hours: 60 hrs</b>
<b>Credits : 3</b>	<b>SECURITY ANALYSIS</b>	<b>Contact hours per week:4 hrs</b>

**CO1:** Understand the roles and responsibilities of research analyst and list the qualities of good research report.

**CO2:** Learn fundamentals of research.

**CO3:** Acquire knowledge about the various terminologies used in financial market and list it.

**CO4:** Able to list out various qualitative and quantitative metrics of company analysis.

**CO5:**List the various corporate actions the influence the valuation of securities.

#### UNIT I

**12 Hours**

**Research Analyst:** Primary role of a research analyst – Primary responsibilities of a research analyst – Basic principle of interaction with companies/clients – Important qualities of research analyst. **Research Report:** Qualities of a good research report – Rating conventions – Check list based approach – Sample checklist for Investment research report.

#### UNIT II

**12 Hours**

**Fundamentals of research:** Investing – Fundamental analysis – Technical analysis

**Economic Analysis:**Basic principles of Microeconomics & Macroeconomics

**Product Definitions/ Terminology:** Equity shares, Debentures/ Bonds / Notes, Warrants and convertible warrants, Indices, Mutual fund units, Exchange Traded Funds (ETF)

#### UNIT III

**12 Hours**

**Terminology in Equity and Debt Markets**

**Equity Market:** Face value, Book value, Market value , Replacement value, Intrinsic value, Market capitalization, Enterprise value, Earnings – Historical, Trailing and Forward, Earnings per share, Dividend per share – Market value vs Intrinsic value.

**Debt Market:** Face value, Coupon rate, Maturity, Principal, Redemption of a bond, Holding period returns, Current yield, Yield to maturity, Duration, Modified duration.

**Types of Bonds:** Zero-coupon bond, Floating rate bond, Convertible bonds, Amortization bonds, Callable bonds, Puttable bonds

#### UNIT IV

**12 Hours**

**Company Analysis - Qualitative dimensions:** Introduction – Understanding business and business models – Competitive advantage – Quality of management – Pricing power and sustainability – Organization structure – Critical business drivers.

**Company Analysis - Quantitative dimensions:** Historical vs Future of Business – Basics of P/L – Basics of B/S – Basics of cash flow

#### UNIT V

**12 Hours**

**Corporate Actions:** Dividend – Rights Issue – Bonus Issue – Stock split – Share consolidation – Merger and Acquisition – Loan restructuring – Buyback of shares – Delisting of share.



**Fundamentals of Risk and Return:** Risks in investments – Behavioural biases influencing investment.

**Case Studies:** Relevant case study (not exceeding 500 words) to be dealt in all units except unit I

**Text Book:**

1. Manish Bansal. *Research Analyst*. New Delhi: Taxmann Publications, 2016.  
Unit I : Chapters 1 & 12.  
Unit II : Chapters 2, 4 & 5.  
Unit III: Chapter 3.  
Unit IV : Chapters 7 & 8.  
Unit V : Chapters 9 & 11.

**Reference book**

1. K. Sasidharan & Alex K Mathews. *Security Analysis and Portfolio Management*. New Delhi: Hill Publishing company Ltd; 3<sup>rd</sup> edition (2015)
2. Donald E. Fischer & Ronald J. Jordan. *Security Analysis and Portfolio Management*. Chennai: Pearson Prentice Hall; 6<sup>th</sup> Edition (2006)
3. S. Kevin. *Security Analysis and Portfolio Management*. Delhi: PHI learning Pvt Ltd; 2<sup>nd</sup> Edition (2015)

<b>Subject Code : P19MSE4FP</b>	<b>SEMESTER IV</b>	<b>Contact Hours Per semester : 60 hrs</b>
<b>Credits : 3</b>	<b>WORKSHOP ON FINANCIAL ACCOUNTING WITH TALLY</b>	<b>Contact Hours Per Week : 4 hrs</b>

**CO1:** Able to operate the various menus in tally.

**CO2:** Know accounting vouchers and transactions.

**CO3:** Able to create budgets for groups, ledgers and cost centres.

**CO4:** Able to create reports like balance sheet, profit and loss account, trial balance and ratio analysis.

**CO5:** Have ability to create, alter and display stock groups and stock items.

SI.No	Module Name	Hours	Module Description
1.	Company Creation	4	Create / Alter / Select / Load / Close a company.
2	Ledger	8	Create, Alter & Display Groups and ledgers.
3	Voucher type	8	Create and Alter new voucher type (Any Five Voucher types).
4	Stock	6	Create, Alter & Display Stock Groups and stock Items.
5	Invoice	6	Create GST Invoice Create, Alter & Delete Foreign Currencies. Vouchers Entry Using Foreign Currency.
6	Foreign currency	6	Generate the following Reports for a company using Tally <ul style="list-style-type: none"> <li>• Balance Sheet.</li> <li>• Profit &amp; Loss Account.</li> <li>• Stock Summary.</li> </ul>



			<ul style="list-style-type: none"> <li>Trail Balance.</li> </ul>
7	Reports	6	Generate Cash Flow and Fund flow Statement For a company.
8	Cash Flow & Fund Flow	6	Generate Cash Flow and fund flow statement for a company.
9	God own Inventory Voucher Types	4	Create/Alter/Display Godowns. Make Inventory entries through Inventory voucher types.
10	Inventory control	6	Creating re-order level Crating Bill of material Cost estimation Generate the following Repots <ul style="list-style-type: none"> <li>Stock summary.</li> <li>Stock query.</li> <li>Reorder status.</li> <li>Purchase &amp; sales order summary &amp; pending.</li> </ul>

**Text Book:**

- Tally 9 (course kit)*. Dr.Namrata Agrawal. Dream Tech Press.

**REFERENCE BOOKS:**

- Tally 9.0 (English Edition), Computer World, Computer World*. ISBN: 9380010400. Vikas Gupta.*Computer and Financial Accounting with Tally 9.0*. Dream Tech Press.
- Vikas Gupta. *Tally.ERP 9 Course Kit with GST & MS Excel*. Delhi: Dream Tech Press,2018.

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<b>Subject Code : P19MSE41M</b>	<b>SEMESTER IV</b>	<b>Contact Hours Per semester : 60 hrs</b>
<b>Credits : 3</b>	<b>SERVICE MARKETING</b>	<b>Contact Hours Per Week : 4 hrs</b>

**CO1:** Able to classify the type of the given service.

**CO2:** Have the ability to design the suitable product and price mix.

**CO3:** Able to formulate the right service process.

**CO4:** Possess necessary skills to formulate marketing strategy.

**CO5:** Get basic knowledge about marketing of various services.

**Unit-I**

**9 Hours**

**Services marketing:** Services: Definition – Types – Nature – Characteristics-Differences between goods and services - Need for services marketing - Role of services in an economy-services:Indian scenario

**Classification of services:**Different classification schemes: Nature of service act, Type of relationship that service organization has with its customers, scope for customization and judgment in service delivery, Nature of demand and supply for the service-Methods of service delivery.



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**UNIT – II**

**14 Hours**

**Service product:** Meaning – Concept - Customer benefit concept, Service concept, Service offer and service package, Service delivery system - Analysis of the service offer-Branding in services-Service positioning.

**Pricing in services:** Meaning – Objectives – Methods - strategies.

**Service promotion:** Service communication-Promotion mix for services-Guidelines for managing service communication.

**Place in service:** Location of service premises-Look of premises-Channels in service delivery-Function of service intermediaries-Role of customer in the distribution system.

**UNIT – III**

**14 Hours**

**People in services:** Types of service personnel-Developing customer conscious employees - Role the frontline staff.

**Service process:** Designing service process-Spectrum of service process-Service design options-Service process planning-Service blueprint-Uses of service blueprint- service productivity: Reasons for low productivity in service industries-Improving service productivity-Technology and service productivity-Application of technology activities: Hard, soft and Hybrid technologies-Role of technology and physical aids in service process.

**Physical evidence:** Physical facilities-Physical environment-Social setting-Role of physical evidence-Guidelines for physical evidence strategy.

**UNIT – IV**

**14Hours**

**Marketing strategy in services:** Introduction-Types of marketing in service firms-External marketing and internal marketing-Role of internal marketing-Components of internal marketing programme-Steps in implementing internal marketing-Interactive marketing.

**Managing service quality:** Dimensions of service quality-Measurement of service quality-Expected service quality-Perceived service quality-Gap analysis-Benefits of service quality initiative-Service quality management-Problems of service quality control-managing quality improvement.

**UNIT – V**

**9 Hours**

**Marketing of service:** Bank marketing-Tourism marketing-Hospital services – Airline marketing.

**Case Studies:** Relevant case study (not exceeding 500 words) to be dealt in all units except unit I

**Text Books:**

1. Vasanti Venugopal., Raghu V.N, *Service Marketing*, Himalaya Publishing House, Mumbai, 12th Edition (Reprint) 2015.

Unit I : Chapter 1 &2.

Unit II : Chapter 8,9,10&11.

Unit III : Chapter 12, 13 &14.

Unit IV : Chapter 16 &17

Unit V : Chapter 20.

**Reference book**

1. S.M.Jha. *Service Marketing*. Mumbai: Himalaya publishing house; 13<sup>th</sup> Edition (2009).



2. Lovelock Wirtz Chatterjee. **Service Marketing**. New Delhi: A south Asian Perspective; 4<sup>th</sup> Edition.
3. Vasanthi Venugopal Raghu V.N. **Service Marketing**: New Delhi : Himalaya publishing house; 8<sup>th</sup> Edition (2010).

<b>Subject Code : P19MSE42M</b>	<b>SEMESTER IV</b>	<b>Contact Hours Per semester : 60 hrs</b>
<b>Credits : 3</b>	<b>RETAIL MANAGEMENT</b>	<b>Contact Hours Per Week : 4 hrs</b>

**CO1:** Understand the nature of retailing.

**CO2:** Able to devise merchandising plan for a retail outlet.

**CO3:** Able to identify a suitable location for a given retail store.

**CO4:** Able to manage various issues related to retailing.

**CO5:** Have the ability to provide solutions to common problems in retailing.

**Unit – I**

**12 Hours**

**Retail management:** Meaning of retail and retailing -types of retailers - Retailing in India

**Retail market Strategy:** Meaning-Specifics for gaining sustainable competitive advantage-

Retail planning process-Shopping trends in Indian retail market.

**Unit – II**

**12 Hours**

**Merchandise management:** Meaning-Categorising the buying process-Sales forecasting for retailing-Determining the assortment planning process-buying systems- Open to Buy System(OTB).

**Unit –III**

**12 Hours**

**Location strategies for retailing:** Setting objectives for performance byretailers-Factors influencing retailers choice of location-Retail location strategies- Factors affecting the location of retail outlet - Retail organization designs and structures-Developing employees skills, commitment and Motivating them.

**Unit – IV**

**12 Hours**

**Marketing management and Related issues in retailing:**Store design and layout- Role of pricing - Factors affecting retail pricing-Pricing strategies and approaches-Importance of promotion in retailing.

**Customerloyalty:**Types of customers - Meaning loyalty -Variables influencing store loyalty-Influencing customer behaviour through visual merchandising.

**Unit –V**

**12 Hours**

**Common woes in retailing:**Focus on safety/security at retail outlets-Handling of inventory shrinkages-Measures to reduce shoplifting-Retail security Indian scenario-Parking space problems at retail centers.

**Franchising:**Meaning- Franchising Market- Franchising in India-Growth potential-Trends for Indian franchising-Mall management-Factors or parameters affecting the success of malls -Size and few well known malls-Large malls versus small malls.

**Case Studies:** Relevant case study (not exceeding 500words) to be dealt in all units.

**Text Books:**

1.Suja Nair, **Retail Management**, Himalaya Publishing House, Mumbai, 7th Edition (Reprint) 2015.

Unit I : Chapters 1 & 2.



Unit II : Chapters 4.

Unit III: Chapters 5, 6.

Unit IV : Chapters 7, 8.

Unit V : Chapters 13 & 14.

**Reference Book:**

1. David Gilbert. *Retail Marketing Management*. New Delhi: Pearson Education Ltd; 2<sup>nd</sup> Edition(2006)
2. S.Banumathi & M.Jayalakshmi. *Retail Marketing*. Mumbai:Himalaya publishing house; 1<sup>st</sup> Edition(2010)
3. Dr.L. Natarajan. *Retail Marketing*. Chennai: Margham Publications; 2<sup>nd</sup> Edition.(Reprint 2016)

<b>Subject Code : P19MSE41MP</b>	<b>SEMESTER IV</b>	<b>Contact Hours Per semester : 60 hrs</b>
<b>Credits : 3</b>	<b>WORKSHOP ON SALES AND MARKETING STRATEGIES</b>	<b>Contact Hours Per Week : 4 hrs</b>

**CO1:** Understand the target market and device marketing plan.

**CO2:** Able to make a competitor analysis.

**CO3:** Have the ability to do pricing analysis of a product.

**CO4:** Able to make a sales presentation tools for a product.

**CO5:** Have the ability to make sales presentation for B2C product.

SI.No	Module Name	Hours	Module Description
1.	Target Market Identification	6	Collect advertisement/ product image of different products and identify its target markets. (Minimum 8 products)
2.	Comparative study of advertising	6	Group presentation (PPT) of comparative analysis of marketing strategy adopted by different companies & brand in same industry vertical (20Minutes/Group).
3.	Advertisement Appeal Factors	6	Group presentation (PPT) of various appealing factors in advertisement. PowerPoint to be made with Video/ Photo / Audio of the advertisement.
4.	Repositioning Strategy	6	Group presentation (PPT) of repositioning strategy adopted by a product/service or a brand or a company. (30 Minutes/ Group).
5.	Market survey on pricing	6	Individual survey and presentation of finding using PPT on the pricing survey conducted for the given product.
6.	Market Survey on Replacement Market	6	Individual survey and presentation of finding using PPT on the replacement tendency of the consumer durables conducted for the given product.
7.	Sales podcast / video	6	Prepare a report after watching / listening to a



	tutorial		sales podcast or video. (Minimum 2pages)
8.	Marketing Budget Preparation	6	Prepare a report for marketing budget clearly stating the marketing objectives, target market and marketing reach for the given product.
9.	Sales Presentation Kit	6	Prepare and submit a sales brochure with company's brief profile and product portfolio. Make a sales speech using the kit (For 5 minutes).
10.	Business to Consumer Sales	6	Delivery a sales presentation to a customer for a consumer product by handling at least 2 sales objections.

Record Note – All the exercises given under column heading exercise are to be recorded in the record note.

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<b>Subject Code : P19MSE41H</b>	<b>SEMESTER IV</b>	<b>Contact Hours Per semester : 60 hrs</b>
<b>Credits : 3</b>	<b>COUNSELLING SKILLS FOR MANAGERS</b>	<b>Contact Hours Per Week : 4 hrs</b>

CO1: Understand the counselling and its needs.

CO2: Understand the various approaches to counselling.

CO3:Able to know the roles and characteristics of counsellors.

CO4: Able to understand and follow the counseling procedures.

CO5: Explore the various communication skills in counselling.

**Unit I: Introduction to Counselling**

**12 Hours**

**Counselling:** Definition, Need for work place counseling, Evolution over the years  
**Counselling, Psychotherapy and Instruction** – Definition, Distinction between counseling and Psychotherapy – Difference between counseling and instruction.

**Unit II: Approaches to Counselling**

**12 Hours**

**Psychoanalytic approach:** The nature of people, counseling process, Contribution to generic model of counselling.

**Behaviouristic approach:** The nature of people, counseling process, Contribution to generic model of counselling.

**Humanistic approach:** The nature of people, counseling process, essential conditions for personality change, Contribution to generic model of counseling.

**Unit III: Goals of Counselling**

**12 Hours**

Five major Goals of counselling – Role of a counselor – The counselor as a person – Positive and Negative motivators for becoming a counselor – Personal characteristics of counsellors – Values Counselling – The counsellor's values.

**Unit IV: Counselling Procedures**

**12 Hours**

The counseling Environment – Intake Procedures – Initial counseling interview – Referral procedures – Guidelines for effective counseling –A word of advice – Advanced skills in counseling – Action strategies – Termination and follow up.



**Unit V: Counselling Skills**

**12 Hours**

Non verbal communication – Verbal communication – Listening barriers – Tips to enhance listening skills – Counsellor’s qualities – The core conditions of counseling.

**Case Studies:** Relevant case study (not exceeding 500 words) to be dealt in all units.

**Text Book:**

1. Kavita Singh. *Counselling Skills for Managers*: PHI Learning Pvt Ltd, 2015.  
 Unit I : Chapter 1  
 Unit II : Chapter 2  
 Unit III : Chapter 3  
 Unit IV : Chapter 5  
 Unit V : Chapter 6

**Reference Book:**

1. Barry Kopp, Fiona Ballantine Dykes, Traci Postings, Anthony Crouch. *Counselling Skills and Studies*. Sage Publishing; 2014.
2. Caloin Lagol. *The Handbook of Transcultural Counselling and Psychotherapy*. McGraw Hill Education; 2011.

<b>Subject Code: P19MSE42H</b>	<b>SEMESTER IV</b>	<b>Contact Hours Per semester : 60 hrs</b>
<b>Credits : 3</b>	<b>CONFLICT AND NEGOTIATION</b>	<b>Contact Hours Per Week : 4 hrs</b>

- CO1: Able to identify the levels of conflict.  
 CO2: Able to classify and find the sources of conflict.  
 CO3: Able to implement the most appropriate strategy of negotiation.  
 CO4: Understand the importance of communication in negotiation.  
 CO5: Able to identify the cross cultural factors affecting international negotiation.

**Unit I:** **12 Hours**  
**Conflict:** Introduction- Concepts, Nature, Features, Perception, functional and dysfunctional aspects, Levels of conflict, Conflict Continuum, Power Continuum.

**Unit II:** **12 Hours**  
**Sources of Conflict:** Sources, Causes of conflict, Structural factors, Personal conflict, Stages of conflict  
**Classification of conflict** – Personal conflict, Inter-personal conflict, group conflict.

**Unit III:** **12 Hours**  
**Negotiation** – Understanding negotiation, Pre-conditions, Elements & Assumptions of Negotiation.  
**Planning for Negotiation:** Pre-negotiation planning, Behavior during negotiation, Post-negotiation understanding.

**Strategies and Tactics:** Tactics in Distributive negotiation & Integrative negotiation.  
**Unit IV:** **12 Hours**  
**Role of Communication:** Distortion in communication, Role of communication, Use of Non-verbal communication, Section of a communication, Top ten rules for virtual negotiation.





**Unit V:**

**12 Hours**

**Cross-Cultural dimension of negotiation:** Difference in International Negotiation - Ethics and negotiation.

**Case Studies:** Relevant case study (not exceeding 500 words) to be dealt in all units.

**Text Book:**

B D Singh. *Managing Conflict and Negotiation*: Excel books, First edition (2008).

Unit I : Chapter 1 & 3.

Unit II : Chapter 4 & 6.

Unit III : Chapter 8, 9 & 10.

Unit IV : Chapter 14.

Unit V : Chapter 16 & 18.

**Reference Books:**

1. Stephan Proksch. *Conflict Management*. Springer publication; 2016.
2. Ingrid Sandole-Staroste, Jessica Senehi, Sean Byrne. *Handbook of Conflict Analysis and Resolution*. Jossey-Bass Publication; 2008.

<b>Subject Code : P19MSE43H</b>	<b>SEMESTER IV</b>	<b>Contact Hours Per semester : 45 hrs</b>
<b>Credits : 3</b>	<b>PERFORMANCE MANAGEMENT</b>	<b>Contact Hours Per Week : 4 hrs</b>

**Objective:**

This course is designed to develop appreciation and skills essential for designing and instituting effective performance management system.

**Unit I**

Performance Management – Definition, Scope, Characteristics, Aims & Role, History of Performance Management, Principles, Issues, Benefits & Criteria For Success, Performance Management Cycle.

**Unit II**

Performance Management Process – Performance Planning, Performance Execution, Performance assessment, Performance Review, Performance Renewal & Recontracting

**Unit III**

Performance Standards, Objectives - Characteristics, 360 Degree Feedback - Conducting Performance and development reviews – Preparations for meeting, Guidelines & review

**Unit IV**

Implementing Performance Management System – Defining Performance, Determinants, Dimensions, Approaches to Measure Performance, Measuring Results and Behaviours, Competence & Competence Analysis.



**Unit V**

Reward Systems – Pay Plans, Legal Principles Affecting Performance Management, Managing Team Performance - Definition, Importance and Types of Teams, Rewarding Team Performance, Performance Problem Solving, coaching & Counseling

**Text Book:**

1. Herman Aquinis, “Performance Management”, Pearson Education, 2010, Second Edition
2. Michael Armstrong & Angela Baron, “Performance Management”, Jaico Publishing House, 2008

Unit I – Chapters 1(Herman Aquinis) 1, 3, 4 (Michael Armstrong & Angela Baron)

Unit II – Chapters 2 (Herman Aquinis)

Unit III– Chapters 16, 18, 19 (Michael Armstrong & Angela Baron)

Unit IV – Chapters 4, 5 (Herman Aquinis) 17 (Michael Armstrong & Angela Baron)

Unit V – Chapters 10, 11, 14 (Herman Aquinis) 20, 21 (Michael Armstrong & Angela Baron)

**Reference:**

1. R. K. Sahu, “Performance Management System”, Excel Books, New Delhi

<b>Subject Code : P19MSE41S</b>	<b>SEMESTER IV</b>	<b>Contact Hours Per semester : 45 hrs</b>
<b>Credits : 3</b>	<b>DATA MINING AND DATA WAREHOUSING</b>	<b>Contact Hours Per Week : 4 hrs</b>

**Objective:**

To familiarize the students to understand the concepts behind in data mining and data ware housing

**Unit-1**

**Data mining**

**8 hours**

*Introduction to Data mining:* Data mining has come of age-the motivation for data mining Is tremendous-learning from your past mistakes-measuring data mining effectiveness: accuracy, speed, and cost –state of the industry-comparing the technologies

*Decision tree:* introduction to decision tree-business score card-how the decision tree works-strengths and weakness.

*Neural networks:* introduction to networks-where to use neural networks-the general idea-how the neural networks- strengths and weakness.

**Unit-2**

**11 hours**

*Nearest neighbor and clustering:* business score board-where to use clustering and nearest-neighbor predication-the general idea-how clustering and nearest –neighbor predication work- strengths and weakness.

*Genetic algorithms:* introduction to genetic algorithms-where to use genetic algorithms-the general idea-how the algorithm works- strengths and weakness.

*Rules induction:* business score card-importance- how the rule induction works-strengths and weakness.

*Selecting and using the right technique:* the data mining process-what all the data mining techniques have in common-data mining in the business process.

**Unit -3**

**9 hours**

*Data warehousing components:* overall arichitecture-datawarehouse databases-sourcing, acquisition, cleanup, and transformation tools- metadata-access tools-data marts-data ware house administration a multidimensional and management



**Unit -4**

**10 hours**

*Business a data warehouse:* Business considerations: return on investment-design considerations-technical considerations-implementation considerations-integrated solutions-benefits of data warehousing.

*Mapping the data warehouse to a multiprocessor architecture:* relational database technology for data warehouse-database architectures for parallel processing-parallel RDBMS features-alternative technologies-parallel DBMS vendors.

**Unit -5**

**7 hours**

*On-line analytical processing:* need for OLAP-multidimensional data model-OLAP guidelines- multidimensional versus multirelational OLAP-categorization of OLAP tools-state of the market-OLAP tools and internet.

*Patterns and models:* definitions-a note on terminology- where are models used-what is the “right model”?-sampling-experimental design.-computer-intensive statistics-picking the best model.

**Text Book:**

Data warehousing, Data mining & OLAP, Author: Alex Berson, Stephen J.smith, Tata McGraw-hill edition

**Reference Book:**

1.Bhart Bhushan Agarwal and Submit Prakash Tayal – Data Mining and Data Warehousing – University Science Press-2009.

2.Margart H.Dunham – Data Mining Introductory and Advanced Topics – Pearson Edn.,2003.

3.George M.Marakas – Modern Data Warehousing, Mining and Visualization – Person edn.,2003.

**Chapter List:**

UNIT I: Text book 1 – Chapter 17, 18,19

UNIT II: Text book 1 – Chapters 20, 21, 22

UNIT III: Text book 1 – Chapters 6

UNIT IV: Text book 1 – Chapters 7, 8

UNIT V: Text book 1 – Chapters 13, 14

<b>Subject Code : P19MSE42S</b>	<b>SEMESTER IV</b>	<b>Contact Hours Per semester : 45 hrs</b>
<b>Credits : 3</b>	<b>NETWORK MANAGEMENT AND INFORMATION SECURITY</b>	<b>Contact Hours Per Week : 4 hrs</b>

**OBJECTIVES**

- To analyse networking requirements, evaluate networking options
- To give a conceptual outlook of the various security issues in the networking
- To provide a broad based measures to prevent network threats

**UNIT I**

**9 Hours**

Data Communications – Overview – TCP/IP Based Networks – Communication protocols- Network Topology – LAN – Network Node Components - WAN

**UNIT II**

**9 Hours**

Network Management – Goals, Organization, and Function – Tools – Systems and Applications



**UNIT III**

**9 Hours**

Security Problems in Computing – Security Definition, Attacks, Computer criminals, Methods of Defence – Encryption.

Cryptography – Terminology and Background – Substitution Ciphers – Encryption Algorithms – Data Encryption Standard – Public key Encryption

**UNIT IV**

**9 Hours**

Program Security - Secure programs – Non-malicious Program errors – Viruses and other malicious Code- Control against Program Threats

Network Security – Threats – Network Security Controls – Firewalls – Intrusion Detection systems

**UNIT V**

**9 Hours**

Privacy in Computing - Concepts - Policies and Principles – Authentication and Privacy – Email Security

Legal and Ethical issues in Computer Security – Patents, Copyrights, Trade secrets - Information and Law - Computer Crime.

**Text Books:**

Mani Subramanian “Network Management, Principles and Practice”, Dorling Kindersley (India) Pvt. Ltd. Pearson Education., Seventh Impression 2010.

- a. UNIT I – Chapter 1, 2
- b. UNIT II - Chapter 1, 12, 13

Charles P.Pfleeger., Shari Lawrence Pfleeger., Deven shah., “Security in Computing” ., Dorling Kindersley (India) Pvt. Ltd. Pearson Education., 2009.

- c. UNIT III - Chapter 1,2
- d. UNIT IV - Chapter 3, 7
- e. UNIT V – Chapter 10, 11

**References**

William Stallings., “Network Security Essentials, Applications and Standards” Pearson Education., 2001

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<b>Subject Code : P19MSE43S</b>	<b>SEMESTER IV</b>	<b>Contact Hours Per semester : 45 hrs</b>
<b>Credits : 3</b>	<b>WEB PAGE DESIGNING USING PHP 6 AND MYSQL5</b>	<b>Contact Hours Per Week : 4 hrs</b>

**Objective:**

To describe the concepts in PHP and enhance the students to design the web sites.

**Unit -1****10 hours**

*Introduction to PHP:* basic syntax-sending data to the web browser-writing comments-what are the variables-introducing strings-concatenating strings- introducing numbers-introducing constants-single vs. double quotation marks.

*Programming with PHP:* creating an HTML form-handling an HTML form-conditions and operators-validating form data- introducing arrays-for and while loops.

Creating dynamic web sites: including multiple files-handling HTML forms, revisited-making sticky forms-creating your own functions.

**Unit -2****9 hours**

*Introduction to MySQL:* naming database elements-choosing your column types-choosing other column properties-Accessing MySQL.

*Introduction to SQL:* creating database and tables-Inserting records-selecting data –using conditionals-using LIKE and NOTLIKE-sorting query results-limiting query results-updating data-deleting data- using functions.

*Advanced SQL and MySQL:* database design-performance joins-grouping selected results-creating indexes-using different table types-performing FULLTEXT searches-performing transactions.

**Unit-3****8 hours**

*Error handling and debugging:* error types and basic debugging-displaying PHP errors-Adjusting error reporting in PHP-creating custom error handlers-PHP debugging techniques-SQL and MySQL debugging techniques.

*Using PHP with MySQL:* modifying the template-connecting to MySQL-Executing simple queries-retrieving query results-ensuring secure SQL-counting returned records-updating records with PHP.

**Unit -4****9 hours**

*Common programming techniques:* sending values to a script-using hidden form inputs-editing existing records-paginating query results-making sortable display.

*Web application development:* sending email-date and time functions- handling file uploads-PHP and JavaScript-understanding HTTP headers.

**Unit -5:****9 hours**

*Cookies and sessions:* making a login page-making the login functions-using cookies-using sessions-improving session security.

*Security methods:* preventing spam-validating data by type-preventing XSS attacks-preventing SQL injection attacks-database Encryption.

**Text Book:**

PHP and MySQL, Author:Larry Ullman

**Chapter List:**

UNIT I: Text book 1 – Chapter 1,2,3

UNIT II: Text book 1 – Chapters 4,5,6

UNIT III: Text book 1 – Chapters 7,8



UNIT IV: Text book 1 – Chapters 9,10

UNIT V: Text book 1 – Chapters 11,12

<b>Subject Code:</b> <b>P19MSE41R</b>	<b>SEMESTER IV</b>	<b>Contact Hours Per semester</b> <b>: 45 hrs</b>
<b>Credits : 3</b>	<b>LOGISTICS MANAGEMENT</b>	<b>Contact Hours Per Week :</b> <b>4 hrs</b>

**Objective**

This course provides insights in the field of logistical operations and current technologies in logistical management

**UNIT I****9 Hours****Logistics :**

Logistical Competency; Logistical Mission – Service, Total cost, Conclusion; Logistical renaissance – Regulatory Change, Information Revolution, quality initiatives, alliances; Development profile.

**Logistical Operations Integration:**

Work of Logistics – Network design, information, transportation, inventory, warehousing, Material Handling, and packaging, Conclusion; Integrated Logistics- Inventory flow, Information flow; operating objectives- Rapid response, Minimum variance, minimum inventory, Movement consolidation, Quality, Life-Cycle support; Barriers to internal integration- Organization structure, measurement systems, Inventory ownership, Information technology, knowledge transfer capability; Logistical performance cycles- Physical distribution performance cycles, manufacturing support performance cycles, procurement performance cycles; Managing operational uncertainty.

**UNIT II****9 Hours****Transportation infrastructure:**

Transport functionality and principles- Transport functionality, principles, Participants in transportation decisions; Transport Infrastructure- Modal characteristics, Modal classification, Transportation formats, Conclusion; Suppliers of transportation services- Single-mode operators, Specialized carriers, intermodal operators, non-operating intermediaries, conclusion.

**Transportation management:**

Basic transport and pricing- Economic factors, cost structures, Pricing strategies, Rating; Transport decision making- transport documentation, traffic department responsibilities.

**UNIT III****9 Hours****Logistics positioning:**

Logistics reengineering- Systems integration, Benchmarking, Activity –based costing, quality initiatives; Reengineering procedure; Logistics environmental assessment- industry-competitive assessment, Geomarket Differentials, technology assessment, Material - Energy Assessment, Channel Structure, Economic – Social projections, Service industry trends , Regulatory posture, Conclusion; Time-Based logistics-postponement, consolidation, Operating arrangements, Anticipatory versus Response-Based, Conclusion; Alternative Logistics Strategies- Structural separation, Logistical operating Arrangements; Strategic integration; Logistics time-based control techniques- supply-driven techniques, Demand-driven techniques.



**UNIT IV**

**9 Hours**

**Organization:**

Logistical organizational development; Stages of functional aggregation- Stage 1 organization, Stage 2 organization, Stage 3 organization, Empirical confirmation: Stages 1 to 3, Stage 4: a shift in emphasis from function to process, Stage 5: beyond structure: rituality and organizational transparency; Issues and challenges- concept having logistical significance, careers and loyalty, managing change; The management of alliances- Initiating an Alliance, Implementing an alliance, maintaining alliance vitality.

**Performance measurement and reporting:**

Logistical measurement- Dimensions of performance measurement , internal performance measurement, external performance measurement, Comprehensive supply chain management; Characteristics of an ideal measurement system- Cost/service reconciliation, Dynamic knowledge-based reporting, Exception- based reporting ; Levels of measurement and information flow- Direction, variation, Decision, policy; Report structures- Status reports, trend reports, Ad Hoc reports.

**UNIT V**

**9 Hours**

**Global Logistics:**

Logistics in a global economy- Forces driving the borderless world, Barriers to global logistics, The global challenge; Views of global logistics- Importing and exporting: A national perspective, The Stateless enterprise, conclusion; Global operating levels- Arm's Length relationship, Internal export, Internal operations, Insider business practices, Denationalized operations, conclusions; The interlinked global economy- Stages of regional integration, Integration status; The global supply chain- performance-cycle length, operations, Systems integration, Alliances, Conclusion.

**Text Books:**

Donald J. Bowersox, David J. Closs, “Logistical Management – The Integrated supply chain process”, Tata Mcgraw Hill Education Private Ltd., 2000.

- a. UNIT I – Chapter 1, 2
- b. UNIT II - Chapter 10,12
- c. UNIT III - Chapter 16
- d. UNIT IV - Chapter 20, 22
- e. UNIT V – Chapter 5

**Reference Books:**

David J Bloomberg, Stephen Lemay, Joe B.Hanna, “Logistics”, Prentice Hall of India Private Ltd., 2002.

<b>Subject Code : P19MSE42R</b>	<b>SEMESTER IV</b>	<b>Contact Hours Per semester : 45 hrs</b>
<b>Credits : 3</b>	<b>BUSINESS PROCESS MANAGEMENT</b>	<b>Contact Hours Per Week : 4 hrs</b>

**OBJECTIVES**

- To provide insight to the business operations
- To make the students realize the difficulties in implementing new changes and making them realize the importance of process reengineering

**UNIT I**

**9 Hours**

The strategic benefits of business community integration - The beginnings of collaborative commerce - The virtual organization - End-to-end business process management



E-business strategy - The web-enabled organization - Measurement of value and return on investment- Outsourcing and application service providers

**UNIT II** **9 Hours**

Web-enabling technology -The Internet and the Web -Intranets and extranets - Mobile and wireless technology - Broadband (high-speed packet-based wireless) - Electronic invoicing and payments - E-treasury - Physical and technical security tools - Industry standards

**UNIT III** **9 Hours**

Enterprise resource planning - Process management using ERP- Advantages of ERP - Problems encountered with ERP

Human resource management - E-recruitment - E-learning - Information management delivering business intelligence

Supply/demand chain strategy - E-manufacturing - Front-end systems - Logistics - E-tailing - E-procurement

**UNIT IV** **9 Hours**

Customer relationship management and e-marketing - CRM automation - Key benefits of CRM

Business process analysis - Activity/process analysis methodology -Collection of activity/process information - Steps in building a process model

**UNIT V** **9 Hours**

Activity/process-based costing - Introduction - Research - How ABC differs from traditional costing - Choice of drivers - ABC example - Process-based modeling

Business process performance improvement - Change management - Process-based accounting incorporating Six Sigma

**Text Books:**

Margaret May., “Business Process Management; Integration in a web-enabled environment”., Pearson Education Limited 2003

- f. UNIT I – Chapter 1, 2
- g. UNIT II - Chapter 3,4,5
- h. UNIT III - Chapter 7,8,9,10
- i. UNIT IV - Chapter 11,12
- j. UNIT V – Chapter 13,14,15,16,17

**References**

Ralph F. Smith., “Business Process Management and the Balanced Scorecard; Using Processes as Strategic Drivers” John Wiley & Sons, Inc., Hoboken, New Jersey., 2007

<b>Subject Code: P19MSE43R</b>	<b>SEMESTER IV</b>	<b>Contact Hours Per semester : 45 hrs</b>
<b>Credits : 3</b>	<b>PRODUCTION PLANNING AND INVENTORY CONTROL</b>	<b>Contact Hours Per Week : 4 hrs</b>

**Objective**

This course provides a practical approach to production analysis and design using a blend of traditional development methods with current technologies in production management.





**UNIT I**

**9 Hours**

Manufacturing and service strategies- Introduction, manufacturing as competitive advantage, Manufacturing for competitive advantage framework, Corporate strategy and manufacturing strategy.

Basic inventory systems- Introduction, Function and types of inventories, Measures of inventory system performance, Inventory distribution by value: ABC System, Inventory Systems, implementation issues.

**UNIT II**

**9 Hours**

Distribution inventory management- Introduction, Multilocation systems definitions, Industrial dynamics, Centralization of inventories, Safety stocks, Distribution Inventory systems.

The master production schedule- Introduction, Bill of material types, Structuring the bill of material, Modular bills of material, Disaggregation techniques, managing the master schedule, Maintenance of the MPS.

**UNIT III**

**9 Hours**

Job shop production activity planning- Introduction, database information requirements, scheduling, Shop loading, Sequencing, priority rules for dispatching jobs, Mathematical programming ,Heuristics, and Simulation, Worker scheduling in service operations.

**UNIT IV**

**9 Hours**

Job shop production activity and control- Introduction, Dispatching, Corrections to short-Term capacity, Production reporting and status control, Factors affecting the completion time of jobs, Techniques for aligning completion times and due dates, Scheduling in flexible manufacturing system.

Theory of constraints and synchronous manufacturing- Introduction, Theory of constraints, the goal and performance measures, Capacity, Synchronous manufacturing, Marketing and production.

**UNIT V**

**9 Hours**

Speed to market- Introduction, Benchmarking, Simultaneous engineering, Reverse engineering, Technology audits, and Strategic alliances.

Technological innovations in manufacturing- Introduction, Computer integrated manufacturing, Tools for manufacturing planning, Manufacturing automation, Material control, Integration issues in CIM.

**Text Books:**

Seetharama L. Narasimhan, Dennis W. McLeavey, Peter J.Billington, “Production planning and Inventory COnTrol”., Prentice Hall of India Private Ltd., Second Edition.

- a. UNIT I – Chapter 1, 4
- b. UNIT II - Chapter 8,10
- c. UNIT III - Chapter 14
- d. UNIT IV - Chapter 15, 16
- e. UNIT V – Chapter 18,19

**Reference Books:**

1. Production operations management – Buffa, Edwood
  2. Elements of Production, planning and control – Eilon Samuel A
  3. Production control: A quantitative approach – Biegel. J
  4. Industrial Engineering and production management – MartandTelsang
  5. Operations Management – Theory and Problems – Joseph Monks
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<b>Subject Code: P19MSC4PV</b>	<b>SEMESTER IV</b>	<b>Contact Hours Per semester : 6Weeks</b>
<b>Credits : 4</b>	<b>Final Project &amp; Viva Voce</b>	<b>Contact Hours Per Week :</b>

**CO:** Able to identify solve a research problem by applying appropriate research methodology & statistical tools.

Week 1	Company	<ul style="list-style-type: none"><li>• Visit and make their observations in the company and prepare a presentation about the Industry profile and company profile.</li><li>• The student must make a presentation of the above during Review – I</li></ul>
Week 2 & 3	College	<ul style="list-style-type: none"><li>• Review - I</li><li>• The students must prepare Project title, Objectives &amp; Questionnaire by identifying the factors that affects the area of study.</li><li>• Conduct Pilot study.</li></ul>
Week 4	Company / Field Survey	<ul style="list-style-type: none"><li>• The students must apply appropriate sampling method and collect data from the samples.</li></ul>
Week 5	College	<ul style="list-style-type: none"><li>• Data interpretation &amp; Research finding</li><li>• Preparation of Rough Draft and presentation for Review – II</li></ul>
Week 6	College	<ul style="list-style-type: none"><li>• Review - II</li><li>• Fair draft preparation and submission.</li></ul>

Students must bring their laptop compulsorily.

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**Course Name : Master of Business Administration****CHOICE BASED CREDIT SYSTEM**

(For those who join in June 2018 and after)

**VALUE ADDED COURSES**

Course Name	Internal Mark = Total Mark	Subject Code
LAB: Statistics using R commands	100=100	V1MS1P
Creativity and Innovation Management	100=100	V1MS2

**LAB: Statistics using R commands****Subject Code: V1MS1P****Course Outcome:**

- CO1: Graduates will understand the key concepts of Statistical tools available in 'R' software
- CO2: Graduates will be able to upgrade the knowledge in Statistics as well as useful for research projects.
- CO 3: Graduates will able to understand the various measures of Central tendency.
- CO4: Graduates will be able to learn techniques on representaion of data for research studies.
- CO5: Graduates will acquire knowledge in Correlation.

**Unit I – Introduction to R****(4 hours)**

Introduction – Calculator – Operators – Input methods – Built in functions – Graphics  
– Saving, Storing & Restoring

**Unit II – Representation of data****(7 hours)**

*Diagrammatic:* Bar – Subdivided bar – Multiple bar – Pie chart

*Graphical:* Spike – Histogram – Grouped histogram – Frequency polygon – Ogives

**Unit III – Measures of Central tendency****(7 hours)**

Mean – Median – Mode – Geometric Mean – harmonic Mean

Quartiles – Deciles – Percentiles – Box Plot

**Unit IV – Measures of Dispersion****(7 hours)**

Range – Interquartile range – Mean deviation about mean, median, mode – Variance  
– Standard deviation – Coefficient of Variation

Skewness – moments - Kurtosis

**Unit V – Correlation****(5 hours)**

Introduction – Scatter Diagram – Coefficient of Correlation

**References**

Sudha G.Purohit, Sharad D.Gore, Shailaja R.Deshmukh, 'Statistics using R' Narosa  
Publishing House, Second Edition

Unit I – Chapter 1

Unit II – Chapter 2.2, 2.3

Unit III – Chapter 2.4

Unit IV – Chapter 2.5

Unit V – Chapter 5.2



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**CREATIVITY AND INNOVATION MANAGEMENT**

**Subject Code: V1MS2**

**Course Outcome:**

- CO1: Graduates will understand the basic concepts of Creativity and Innovation.
- CO2: Graduates will be able to plan and apply their creative mind in thinking and leading to success in business.
- CO 3: Graduates will acquire knowledge on Mind Mapping.
- CO4: Graduates will have problem solving skills for the development of the firm.
- CO5: Graduates will be able to introspect their weakness and overcome their Fear and Disabilities.

**UNIT -1**

**(6 hours)**

**Creativity:** Introduction- Creativity - Definitions- Main components of creativity - Individual and group creativity-Barriers for individual creativity - Barriers to organizational creativity - Developing creativity.

**Idea generation techniques:** Speaking creativity - Thinking Hats methods

**UNIT -2**

**(6hours)**

**Thinking:** Thinking - Attributes of Good Thinkers - Creative process - Different phases of creative process - The Creative Person - Differences between Critical and Creative Thinking - Thinking of Left and Right Brain - Right Brain Vs Left Brain

**UNIT -3**

**(6 hours)**

**Creative Problem Solving:** Problem solving - Creative Problem Solving - Steps in the Creative Problem Solving Process - Rules for Creative Problem Solving - Process

**UNIT -4**

**(6 hours)**

**Techniques of creative Problem Solving:** Creativity Techniques - Mental Gym Quiz.

**Mind Mapping:** Mind Mapping – Functioning of Mind Mapping – Situations to use Mind Mapping - Advantages of Mind Mapping - Disadvantages of Mind Mapping

**Morphological Analysis:** Usage of Morphological Analysis - Morphological Analysis Steps

**UNIT -5**

**(6 hours)**

**Weakening our Inner Sensors:** Blocks to Creativity- Techniques to overcome blocks of creativity-Strategies for Unblocking.

**Fears and Disabilities:** Fear-Types of Fears-Goals to Overcome Your Fears - Fear of Heights / Acrophobia - Acrophobia an evolutionary advantage – Development of Symptoms of Acrophobia – Treatment of Acrophobia -Disabilities - Types of Disabilities - Energy for your Creativity

**References**

P.Rizwan Ahmed, 'Creativity and Innovation Management' Margham Publications, 2015

Unit I – Chapter 1.1,1.2,1.3,1.4,1.5,1.7,1.8,1.9,1.14,1.15

Unit II – Chapter 2.1, 2.2, 2.5, 2.6, 2.8, 2.9, 2.10

Unit III – Chapter 4.2, 4.3, 4.4, 4.5, 4.7

Unit IV – Chapter 5.1, 5.2, 1.19, 1.20

Unit V – Chapter 6.1, 6.2, 6.3, 6.4, 6.5, 6.6

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